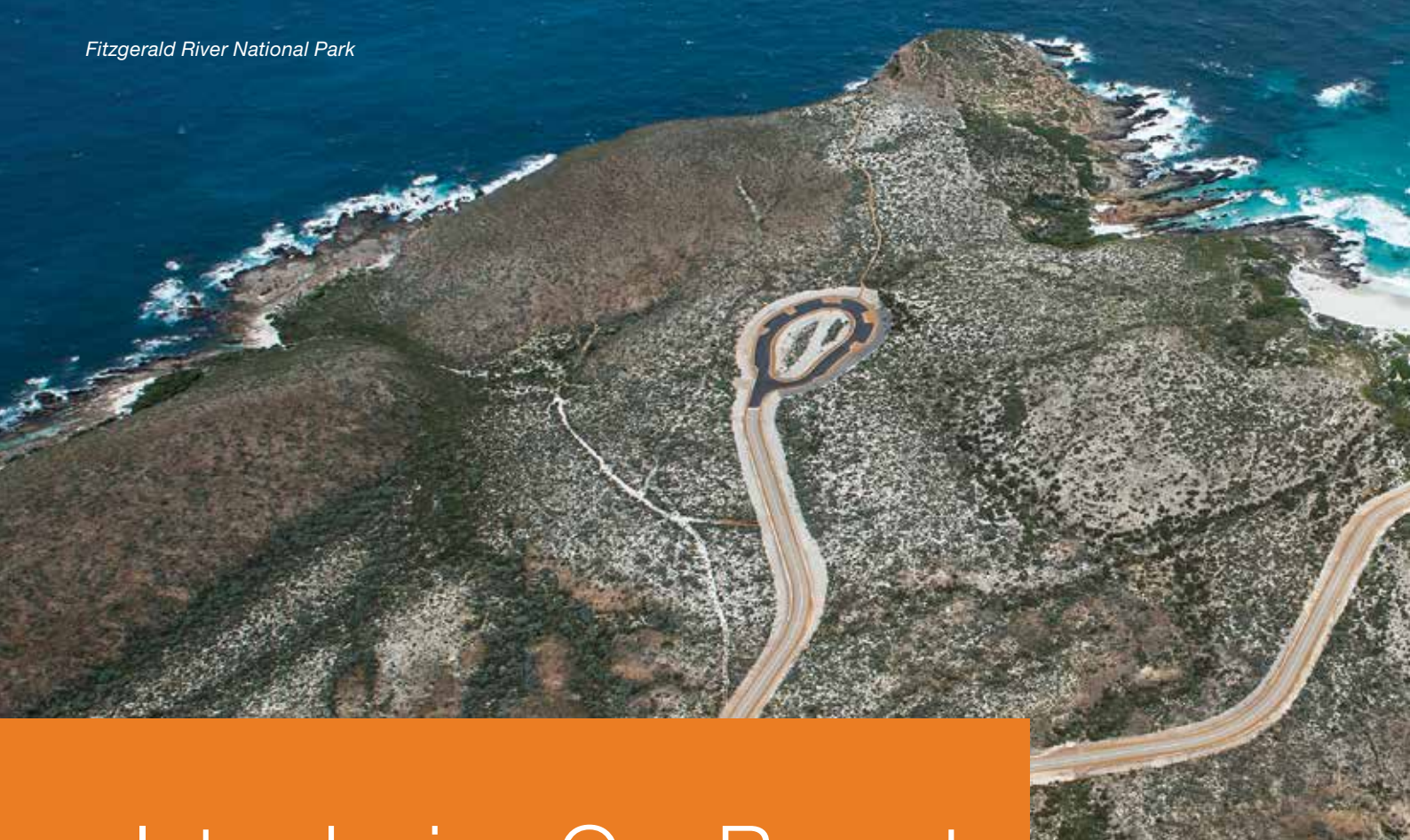


 **mainroads**  
WESTERN AUSTRALIA

**ANNUAL  
REPORT**  
**2013**



# Introducing Our Report



Welcome to our 2012-13 Annual and Sustainability Report. This report provides a comprehensive look at the services that Main Roads delivered to the Western Australian community over the past year in our role as custodians of Western Australia's State road network.

In fulfilling this role, we are committed to being a sustainable, transparent and responsive organisation that keeps our stakeholders, the community and the Government informed of and engaged in our operations. This report highlights, recognises and addresses any successes, challenges and opportunities that we encountered during the year.

We continue to strive towards providing Integrated Reporting including continuing our efforts in sustainability reporting by fulfilling the requirements of Application Level B of the Global Reporting Initiative Index Sustainability Reporting Guidelines. The report content is governed by our reporting processes that cover content materiality and inclusiveness.

We begin with the Snapshot presenting our highlights of the year, a summary of our challenges and opportunities, an overview of our operational and financial performance and a look at our workforce profile.

The remainder of the report is structured in line with our Corporate Governance framework to showcase how we direct and manage our business activities to optimise performance, regulate compliance and deliver value for our customers. This information is set out in the following sections:

- **Our Leaders** – provides an overview from the Commissioner and Managing Director and an introduction to our Corporate Executive team.
- **Our Operational Performance** – reviews the services we provide to the community for each of the Programs for which we receive funding.
- **Our Business Activities** – reports on our activities and our ongoing effort to continuously improve and be innovative in developing our capabilities, our safety and environmental practices whilst enhancing our relationships.
- **Governance** – ensures consistency in our business practices.



Our efforts remain focused on improving the readability and accessibility of our report. The simplified design and layout is maintained in our online Annual Report which provides an enhanced reading experience and quick access to specific sections of the report.

As part of our continuous improvement approach we welcome any feedback you may have on this report. Additionally, your queries on any aspect of the activities undertaken by Main Roads or suggestions on how we can enhance the information we provide are also welcome. To offer your comments or ask a question, please contact the Manager Business Performance and Sustainability by:

Phone: **138 138**

Web: **[www.mainroads.wa.gov.au](http://www.mainroads.wa.gov.au)** and click on Contact Us

Mail: Write to us at **Main Roads Western Australia, PO Box 6202, East Perth, WA 6892**

Visit: **Call into any of our offices** located throughout the State.

### Online Annual Report

As only limited copies of the Annual Report are produced, you may access our online Annual Report on the Main Roads website in the About Main Roads, Publications section. Our 2013 online report has been designed to take into account the diverse needs of our online audience.

### Statement of Compliance

To the Honourable Troy Buswell MLA, BEc

Treasurer; Minister for Transport; Fisheries

In accordance with Section 63 of the *Financial Management Act 2006*, we hereby submit for your information and presentation to Parliament the Annual Report of the Commissioner of Main Roads for the year ended 30 June 2013.

The Annual Report has been prepared in accordance with the provisions of the *Financial Management Act 2006*.



**Steve Troughton**

Managing Director of Main Roads

15 August 2013

**Reece Waldock**

Commissioner of Main Roads

15 August 2013



# Introducing Us

**Our Purpose** is to provide safe and efficient road access that will enhance community lifestyles and ensure economic prosperity.

**Our Vision** is to be recognised for excellence in customer service and world-class road access.

**Our Stakeholders** include every person who lives or does business in Western Australia. A wide range of groups are consulted within the course of conducting our business, including community groups, businesses and Government stakeholders and representatives.

**Our Strategic Direction** aims to achieve excellence through inspiring leadership and strong collaborative relationships. There are five strategic areas of focus that will assist in achieving this:

- Providing the right roads for Western Australia
- Making roads work for the community
- Creating our workforce of the future
- Inspiring leadership
- Enhancing relationships.

**Our Values** form the foundation upon which Main Roads is built. They represent our culture, guide our behaviours and influence the decision-making process and our relationships with each other, our customers and partners.

Our values are:

## **Roads Matter**

Taking pride in managing the road network for the benefit of the community.

## **Embracing Challenge**

Anticipating and taking up challenges.

## **Excellence in Customer Service**

Understanding and providing what is important to our customers.

## **Working Together**

Enhancing relationships and teamwork.

## **Professionalism**

Providing high levels of expertise in delivering our services.

## **Family**

Respecting and supporting our customers, the community and each other.

**Our Role** in Western Australia, as the State road authority of one of the most widely geographically distributed road networks in the world, is to manage and provide road access to all road users across the State.

We work closely with our portfolio colleagues and Local Government to plan, build and maintain an integrated and efficient world-class road transport network of just over 18,500 kilometres. We manage more than \$41 billion of assets (road assets valued at \$39 billion) that support the needs of all road users across the State.



We operate from 10 regions located throughout the State:

	Region	Area Covered (Thousand km <sup>2</sup> )	Population (Thousand)	State Roads (km)
1	Gascoyne	135	10	995
2	Goldfields-Esperance	941	59	2,202
3	Great Southern	53	59	1,608
4	Kimberley	421	38	2,241
5	Metropolitan	5	1,745	849
6	Mid West	287	54	2,657
7	Pilbara	507	63	2,738
8	South West	29	253	1,746
9	Wheatbelt North	100	50	2,004
10	Wheatbelt South	55	23	1,554
<b>Total</b>		<b>2,533</b>	<b>2,345</b>	<b>18,594</b>

**Our Sustainable Approach** is to strive to be an organisation that integrates economic, social and environmental aspects into our decision making and seeks positive outcomes in each. Our Sustainability Policy states that, 'Main Roads is committed to creating lasting benefits through an integrated consideration of the social, environmental and economic aspects in all that we do'. We will manage, operate and develop a road transport system that meets the needs of today, without compromising the natural, human and financial capital on which future generations will depend. In embracing our Sustainability Policy and Strategy we will improve and strengthen the way we meet the Western Australian community's needs.

A Sustainability Performance Framework with associated plans and policies is under development. It will clarify our long-term priorities and has been generated from a gap analysis process that utilised staff input from Sustainability Awareness Workshops and external sustainability frameworks. Further details can be found on our website.

To ensure our ongoing performance on sustainability issues of importance to our business and our stakeholders, we conduct an annual materiality review based upon our corporate commitments, our key business and environmental risks, our legislative requirements, our corporate stakeholder engagement processes, and media and ministerial topics. Our key topics can be found in the Sustainability section of the Main Roads website.



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## Highlights of the YEAR

430  
kilometres  
upgraded

### Grain Freight Program

We are managing a total of 64 projects that will see more than 430 kilometres of State and local roads upgraded. Working with 15 Local Governments across the Wheatbelt, majority of the work has already completed.

30,000  
extra vehicles  
a day

### Northbridge Tunnel

Additional lanes were added both ways in April 2013 in the Northbridge Tunnel. Completed under heavy public scrutiny, positive feedback has been received for the project.

\$315  
million  
committed

### Community Working Groups

An initiative of the Transport Minister, Troy Buswell, Community Working Groups have been set up for major infrastructure projects. We have committed \$315 million towards the community's preferred option for the Mitchell Freeway extension.

Australian  
first

### Great Eastern Highway Upgrade

The City East Alliance delivered the upgrade of Great Eastern Highway between Tonkin Highway and Kooyong Road and achieved a Commendable 'As Built' rating under the Infrastructure Sustainability Council of Australia rating scheme.

reduced  
travel by  
25%

### Dampier Highway Duplication

The \$113 million Dampier Highway Duplication project opened in March 2013 and will benefit local residents by reducing travel times by up to 25%.

30  
projects  
delivered

### Regional Run Off Road Program

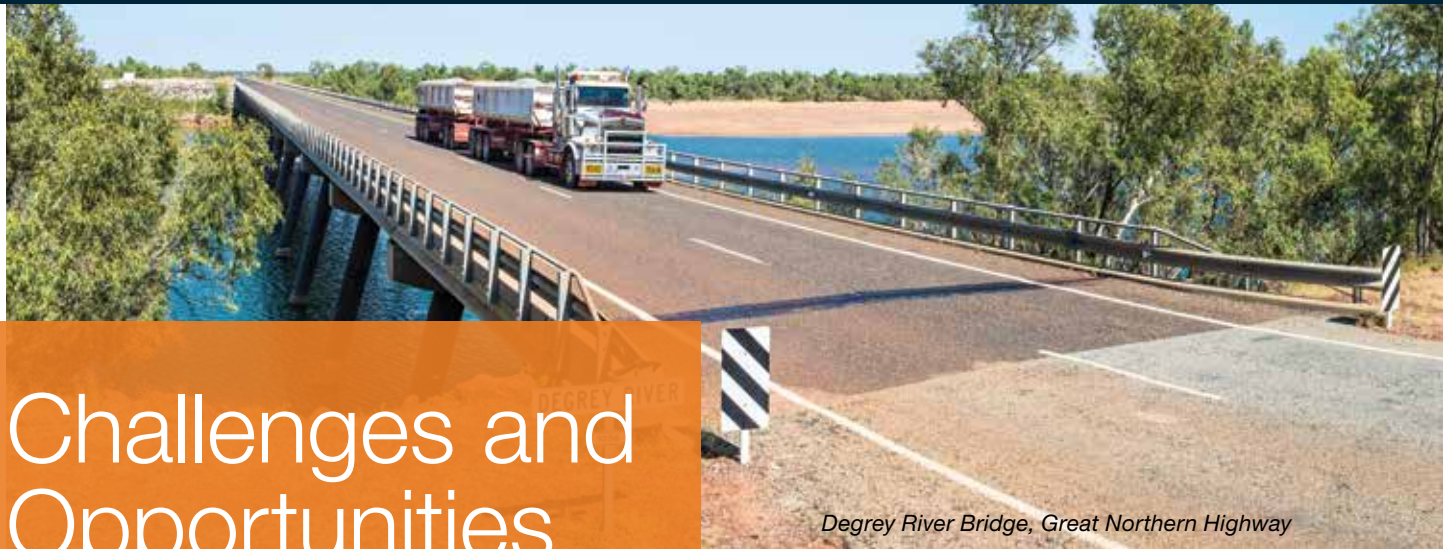
The program looks at reducing run off road crashes across the State road network. 30 projects were delivered this year, achieving 98% expenditure of the program.

most  
important  
interchange

### Gateway WA Underway

Work on our largest ever project, the \$1 billion Gateway WA project commenced in March 2013. Engineers Australia called this project 'the most important interchange where road, rail and air services interact'.





## Challenges and Opportunities

*Degrey River Bridge, Great Northern Highway*

The transport system is an integral part of the everyday lives of all Western Australians and in a State that is as large and diverse as ours, it is a critical component of the lifeblood that makes it all work. The vast distances and sparse population present complex challenges for productivity and sustained prosperity. Whether it is continuing to strengthen our economic success, assisting in improving the quality of life for all or seeking to create a strong foundation for those that come after us, the State road network has a vital role to play.

In seeking to meet community expectations and deliver government outcomes there will always be challenges to overcome and opportunities to recognise and benefit from. The following provides a snapshot of some of these challenges and opportunities and looks at what we might be facing in the future.

### **Economic**

Western Australia exports 46% of the nation's total exports, up some 20% in the last decade, and at some point roads play a part in the supply chain. Whilst much of those exports are represented by bulk movement of freight we also need to be mindful that close to 70% of all freight is actually distributed throughout the metropolitan area by light commercial vehicles.

At Main Roads, we need to ensure that we continue to be well placed in order to achieve the delivery of more than \$8 billion in services over the next four years including, \$3.4 billion of capital works and distributing \$809 million in grants to Local Government. With our Portfolio Partners, Local Government and other agencies we will be working to deliver a range of significant major projects across the State that will not only address exports and freight, but also contribute to improved productivity as we tackle the impacts of congestion.

Whilst major capital projects form a large part of the budget, it is imperative that we achieve the best value and outcomes from the equally important smaller initiatives. In the changing legislative environment we are monitoring the proposed approaches to carbon pricing. However, we believe that the economic impact on our operations will be minimal.

### **Social**

At almost twice the pace of the national average, Western Australia's population increased by 3.5% over the 2012 calendar year and during December alone we had 1,432 new people arriving each week. The latest projections show that our population could increase to possibly 5.4 million by 2056. Furthermore, Perth is forecast to become home to over 75% of the State's population by 2050. Our task is to serve the needs of a growing population while addressing the impacts this will have on meeting the land use and access needs of individuals, the community and business. Responding to this potentially significant change in our urban environment and meeting the new and additional needs of road users is an emergent challenge.

## Snapshot: Challenges and Opportunities

The State's vehicle fleet continues to grow at the fastest rate in Australia and in Perth almost 80% of people travel to work by car with only 12% using public transport. Given that 80% of public transport operates on the road network, we have a key role to play within the Transport Portfolio as we aspire to create safe, sustainable transport for the community.

We have a clear and important responsibility in contributing to the solutions that will address these growing concerns. It will be a great challenge to provide services that will enable the community to make more informed travel decisions while also achieving better integration of transport modes to improve productivity, efficiency and safety. We will continue to enable and promote a transport system that supports shared access including walking, cycling, public transport and use of all forms of vehicles.

### Environmental

Our natural environment is a valuable asset that is subject to many pressures, including the loss and degradation of native vegetation which is seen as a long-term issue. While developing and managing an extensive road network can create such pressures, this also provides opportunities to make gains in biodiversity, the efficient use of natural resources and reductions in carbon-based emissions. In addressing these challenges, a key focus will be on continuing the development of our people to be more effective in fulfilling their environmental responsibilities. We will be driving more consistent outcomes in land rehabilitation, roadside habitat preservation, and reducing carbon emissions across our business.

In terms of climate change, we are looking to manage the road asset and its use in a way that reduces the contributions that transport makes to carbon emissions and the impact that has on communities, the economy and the environment. Climate change is predicted to have a significant impact on transportation, affecting the way we plan, design, construct, operate and maintain our infrastructure. Decisions taken today related to the redesign and retrofitting of existing infrastructure, or the location and design of new infrastructure, will affect how well our network is able to adapt to climate change into the future.



### Looking Ahead

This next year will see the launch of our new Strategic Plan looking out to 2020 and once again we have decided to build our approach on the highly successful scenario-based planning methodology we used in the development of the 2k12 Strategic Plan. One of the new areas of focus is around Creating Value and all of the implications, financial and non-financial, that might encompass. To that end we have begun considering and exploring concepts associated with Social Return on Investment and Natural Capital Approaches to valuing goods and services to open up new ways of thinking about looking at value as more than just money. In the same way that a business plan contains more than just financial projections this new thinking is about exploring changes to the concepts that decisions are made based on their value.

As part of meeting the challenge of embedding sustainable practices into our core business processes we have adopted the Infrastructure Sustainability Council of Australia IS rating tool for all projects greater than \$100 million. This approach is already driving a culture of change that we will build on across all our initiatives under the Transport portfolio.

Whilst taking into account all challenges and opportunities ahead, we will work with our stakeholders and partners to deliver integrated transport solutions, better road services, and an improved travel experience for all Western Australians.



... we will work with our stakeholders and partners to deliver integrated transport solutions, better road services, and an improved travel experience for all Western Australians.

*Kwinana Freeway and South Street off ramp*

# Performance Scorecard



Goldfields Highway

✓	We are achieving our goals
✗	Desired results not achieved – taking action
⊕	Target

Key Performance Indicators are an integral part of managing outcomes in critical business areas. The following is a summary of our success in delivering agreed Government outcomes. The results show that for the vast majority of measures we are achieving our goals. Full explanations on all the measures can be found on the corresponding page reference for each indicator. Other relevant business measures are incorporated throughout the report.

		Level of Achievement	Status	Ref	
<b>Road Safety</b>					
% Community satisfaction of road safety		94%	✓	112	
Black spot location indicator		10.3	✓	112	
% of contracts completed on time		70%	✗	113	
% of contracts completed on budget		95%	✓	113	
<b>Office of Road Safety</b>					
% Effectiveness of road safety awareness campaigns		83%	✓	113	
% of ORS projects completed on time		78%	✗	113	
% of ORS projects completed on budget		100%	✓	113	
<b>Road Efficiency; Road Management</b>					
% Community satisfaction		94%	✓	114	
Road network permitted for use by heavy vehicles	B Double – 27.5m %	97%	✓	114	
	Double RT – 27.5m %	97%	✓	114	
	Double RT – 36.5m %	79%	✓	114	
	Triple RT – 53.5m %	44%	✓	114	
% Network configuration	Roads	89%	✓	114	
	Bridges	Strength	88%	✓	114
		Width	95%	✓	114

# Snapshot



		Level of Achievement	Status	Ref
<b>Road Efficiency; Road Management</b>				
% of contracts completed on time		86%	✓	115
% of contracts completed on budget		100%	✓	115
Average \$ cost of network management per million vehicle kilometre travelled		\$4,535	✗	115
<b>State Development</b>				
Average return on construction expenditure		3.1	✓	115
% of contracts completed on time		100%	✓	115
% of contracts completed on budget		100%	✓	115
<b>Road Maintenance</b>				
% Smooth travel exposure		97%	✓	115
% Community satisfaction road maintenance		84%	✓	116
% Preventative maintenance indicator		87%	✓	116
% Availability of traffic signals, road lighting and emergency phones to February 2013	Traffic signals	99.5%	✓	116
	Road lighting	98.3%	✓	116
	Emergency phones	99.9%	✓	116
Average \$ cost of network maintenance per lane kilometre of road network		\$7,926	✓	116
<b>Community Access</b>				
% of the year that 100% of the Main Roads' State road network is available		94%	✓	116-117
% Community satisfaction with cycleways and pedestrian facilities		83%	✓	117
% of contracts completed on time		80%	✓	117
% of contracts completed on budget		80%	✓	117

## Finance Summary

Our Financial Summary provides a view of some key elements of our financial statements which complements our 2012-13 financial statements, available at pages 120 to 160.

**\$1.6**

billion of income received

**\$1.9**

billion of services delivered

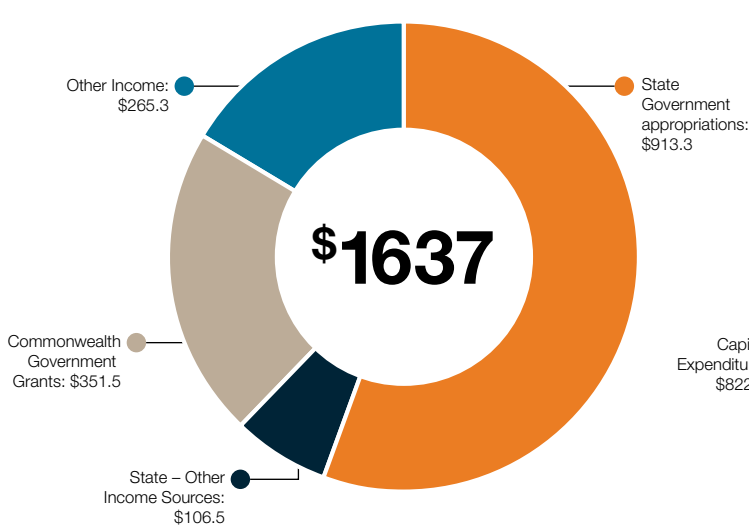
**\$261.2**

million increase in the value of our infrastructure assets

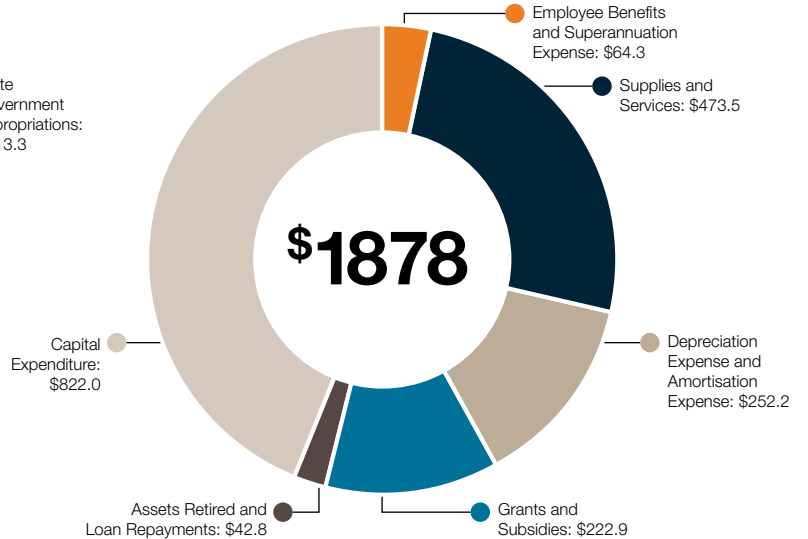
**\$822**

million invested in capital works

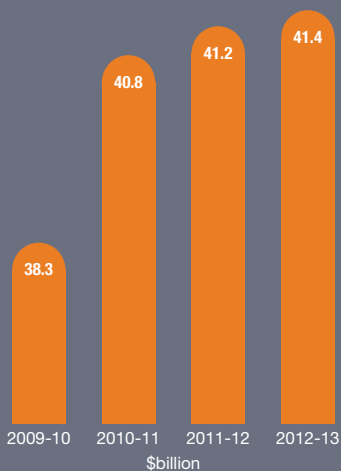
**Income Sources (\$ million)**



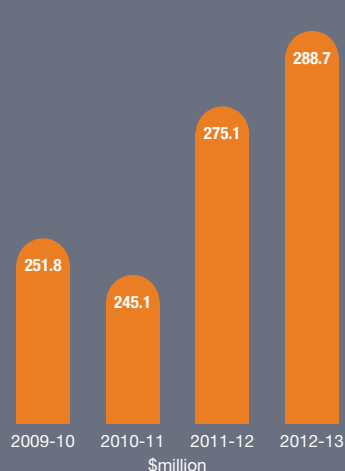
**Expenditure by Type (\$ million)**



**Assets**



**Liabilities**



## Workforce Profile

Our Workforce Profile provides a view of some principal characteristics of our people. We have 1,123 permanent employees, 64 part-time employees and 14 fixed-term contractors. For more information see pages 73 to 79.

**1,039**

Full-time equivalent staff (Average)

**1,123**

Permanent employees (Headcount, some employees do not work on a full-time basis)

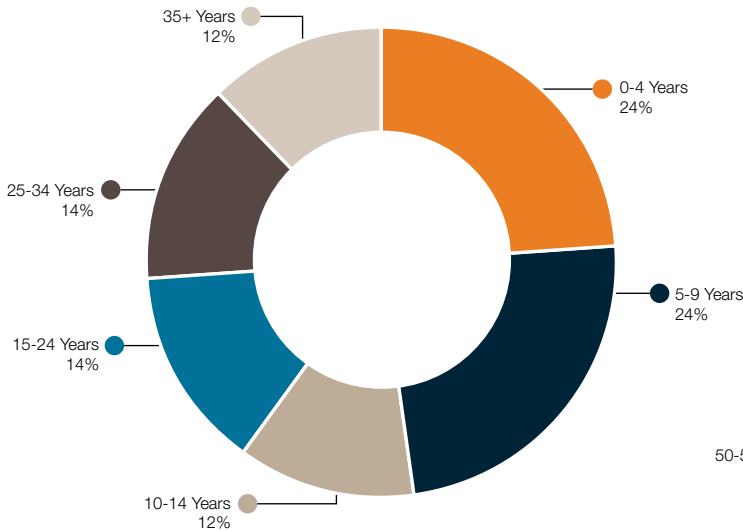
**71%**

Males (Headcount)

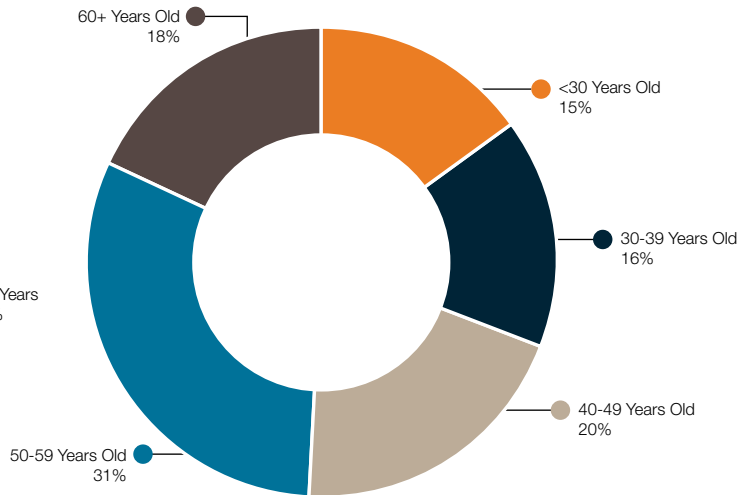
**29%**

Females (Headcount)

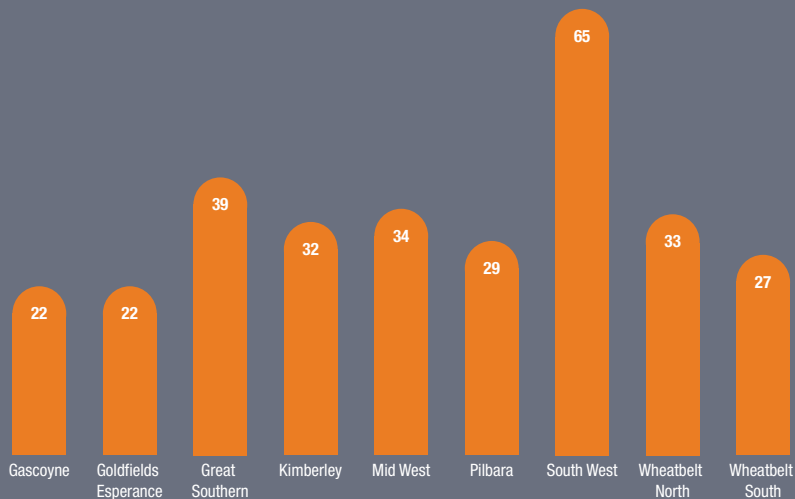
### Employee Length of Service



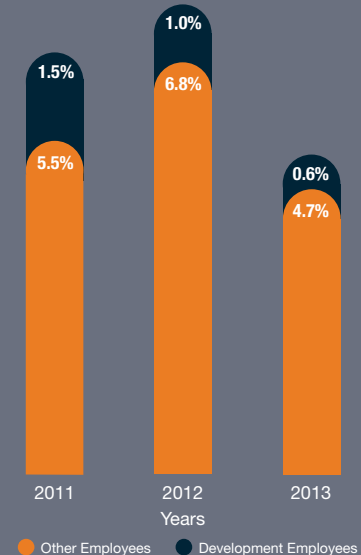
### Employee Age Profile



### Our regionally based workforce



### Our turnover rate



# Our Leaders

## Commissioner's Review



Transport has been recognised as a priority for the State Government and this continues to be demonstrated through record investment in our road infrastructure and services. With the fastest growing population in the nation and a vast metropolitan area spanning a coastal plain, Perth has its own unique challenges.

Main Roads are putting an enormous amount of effort into tackling issues such as congestion; efficiently moving the massive resources workforce; freight and logistics linkages; connecting Western Australia's 21 ports; and maintaining and upgrading the thousands of kilometres of roads that traverse the nation's largest State.

In December 2012, Menno Henneveld retired as the Managing Director after ten years of service and we welcomed Steve Troughton to the role in early 2013. In a period of significant transformation, multiple projects have started to become a reality and Main Roads has taken a lead role in managing CBD and arterial roadwork planning.

Significant works including the extension of the Northbridge tunnel to carry three lanes of traffic in each direction, an extra lane on the Mitchell Freeway and construction for Gateway WA are focused on tackling congestion and helping to manage the impact of other important CBD developments.

In addition, as part of the Transport portfolio we have implemented a suite of integrated initiatives including priority bus lanes and improved cycle paths to and around the city. A set of tools including a series of traffic maps, weekly updates of current road disruptions and suggested alternate routes are continuously developed to help minimise delays on the network.

In rural Western Australia we saw the opening of a range of projects including the Dampier Highway duplication and Stage Two of the Bunbury Port Access road and the delivery of more than 64 projects in the Wheatbelt as part of the Grain Freight Program.

I commend our many forward-thinking teams for their innovation and leadership and I am proud to lead an organisation recognised as being such a prominent infrastructure agency within State Government.

Across the State, the strong economy continues to be highly reliant on an efficient and productive freight task. Over the past four decades, the freight task has quadrupled with a large proportion transported by roads. As outlined in the *Western Australian Regional Freight Transport Network Plan*, the future freight task will require significant road upgrades and renewal programs, as well as selective road expansion projects.

By realising these short and long-term strategic transport plans, Main Roads together with our portfolio partners, will continue to meet the community's high expectations and build a world-class integrated transport network.

A handwritten signature in black ink that reads "Reece Waldock". The signature is fluid and cursive.

**Reece Waldock**

Commissioner of Main Roads



# Managing Director's Message




I joined Main Roads Western Australia on 11 February. Prior to that, I spent just over five years in Queensland and a number of years in the Middle East and the United Kingdom in infrastructure project management. I began my career as a road and bridges engineer and after working in a range of civil engineering and management roles I can honestly say that taking on the role of Managing Director of an organisation that has such a great history and reputation is something to which I have aspired.

My introduction to Main Roads and Western Australia has made for a fascinating and exciting start. Within the first few weeks of joining the organisation, I found myself in the thick of our incident management processes as we prepared for and responded to the impacts of Cyclone Rusty in the north of the State, followed by bushfires in Upper Swan and around the Bullsbrook area. Around the same time, I joined the Prime Minister to celebrate the official opening of Great Eastern Highway Kooyong Road to Tonkin Highway Project, which was completed on budget and more than six months ahead of schedule. I also had the honour of welcoming the 2012 West Australian 'Australian of the Year' Dr Donna Cross to Main Roads as we celebrated International Women's Day.

## Operational Performance

Over the last year we delivered more than \$1.9 billion of road programs and services to the people of Western Australia. Our performance in achieving 99% expenditure against our budget was an excellent outcome and there were many other outstanding achievements throughout the year. The following are some of our more significant accomplishments:

- In October 2012 Minister Buswell, along with his Federal counterpart, announced the alliance partners for delivery of what Engineers Australia has called 'the State's most important interchange where road, rail and air services intersect' – the Gateway WA Project. This \$1 billion project is our largest ever road project which started with the construction of a new on-ramp from Abernethy Road to Tonkin Highway in March 2013.
- The Great Eastern Highway/Roe Interchange project valued at just under \$102 million was completed in September 2012 and came in \$11 million under budget. This intersection carries around 60,000 vehicles per day and will increase to 90,000 by 2021. The completion of these works is an important initiative in improving efficiency and reducing congestion on this part of the network.
- As part of delivering the \$118 million Grain Freight Program, which impacts on 15 Local Governments across the Wheatbelt, we are managing a total of 64 projects that will see more than 430 kilometres of State and local roads upgraded with the majority of work already completed.



The completion of additional lanes in the Northbridge Tunnel and associated works during April was another significant achievement and increased the capacity of the tunnel by 30,000 vehicles per day.

- March 2013 saw the opening of the Dampier Highway duplication project valued at just under \$113 million. The project will benefit local residents by reducing travel times by up to 25%. It also provides benefits to heavy haulage operators who now have safer and more efficient access through the industrial areas on the Burrup Peninsula.
- The City East Alliance delivered the upgrade of Great Eastern Highway between Tonkin Highway and Kooyong Road which has increased capacity on this road by 70%. The project included many innovations and an Australian first in achieving a Commendable 'As Built' rating under the new Infrastructure Sustainability rating scheme.
- In May 2013 Stage Two of the \$170 million Bunbury Port Access Project was officially opened providing improved access to the Port for heavy vehicles and improved safety. The Bunbury Outer Ring Road is delivering better social outcomes with heavy vehicles now being diverted from urban areas.
- The completion of additional lanes in the Northbridge Tunnel and associated works during April was another significant achievement and increased the capacity of the tunnel by 30,000 vehicles per day. Between 2000 and 2013, more than 380 million vehicles have passed through the tunnel. Prior to the upgrade, the Tunnel was already carrying almost 100,000 vehicles every weekday, making it one of the busiest road tunnels in Australia.

We deliver many projects throughout the State aimed at achieving our program outcomes. More information is included throughout this report and is constantly updated on our website and through our Twitter feeds.

### Other Business Activities

Our other business activities provide essential support services in the delivery of our projects and ongoing operation and management of the road network. These include environmental management; enhancing our relationships; developing our people; and safety, health and wellbeing. The following are some of our significant achievements in these areas:

- We have once again taken a leadership role in promoting the value and benefits derived from sustainability by adopting and promoting Australia's only comprehensive rating system for evaluating sustainability of our infrastructure. The Infrastructure Sustainability Council of Australia's rating scheme is helping us embed sustainability into our practices.
- We continue to use the Global Reporting Initiative as we remain focussed on our commitment to achieve a fully integrated reporting framework that meets international standards of transparency and accountability.

## Our Leaders: Managing Director's Message

- Our strong focus on improving our approach to customer service and community engagement continues to be well received with 94% of the community rating our performance as *okay or better*. In addition, this year we carried out our biennial Stakeholder Satisfaction Survey aimed at gauging our stakeholders' satisfaction with their interactions and business dealings with us. It was pleasing to see that 94% of our stakeholders rated us as being *okay or better* up from 92% in 2011.
- We continue to enhance our traveller information with an updated website, a growing Twitter following, and we recently launched a You Tube channel. Last year our Contact Information Centre handled more than 150,000 calls and almost 21,000 e-mail enquiries.
- With 48% of our workforce already over 50, and almost 50% of our workforce with fewer than 10 years' experience at Main Roads, our approaches to knowledge capture, knowledge transfer and competency development are important elements of our workforce planning. Throughout the year we have continued to focus on targeted development programs offering a range of learning opportunities through formal academic approaches to on-the-job mentoring and coaching.

### Looking Ahead

Our budget next financial year represents our largest ever capital program with more than \$1 billion in works to be delivered. Whilst the enormous construction program that we have seen recently in the resources sector has softened, the delivery of a program of this size represents a significant challenge for Main Roads, but one that we are well positioned to meet.

We have already started work on Gateway WA and there are a range of projects scheduled to alleviate traffic congestion issues including ongoing improvements to providing traveller information. Work will commence on Stage 2 of the upgrade on Great Northern Highway between Muchea and Wubin and we will see the completion of the Esperance Port Access Corridor in December 2013.



Next year will also see the full roll out of the benefits being derived from the increased funding available through the Road Trauma Trust Account as we continue to strive towards delivering 'a safe road system for our children, grandchildren and the community'. For more information on our project activities I would encourage you to visit the Projects Section under Building Roads on our website.

I look forward to the challenges ahead as I serve the people of Western Australia while being so ably supported by everyone at Main Roads.

**Steve Troughton**  
Managing Director

# Corporate Executive

Each member of the leadership team heads one of the corporate areas responsible for managing the business. This team provides the direction that ensures we provide safe and efficient road access to the community.



## Steve Troughton

Managing Director of Main Roads

Steve joined Main Roads taking over the position of Managing Director in February 2013. He has a Bachelor of Engineering (Honours) and a Masters of Business Administration in Engineering Management. Steve is a member of Engineers Australia and the Institution of Civil Engineers, United Kingdom (UK).

Steve has experience in managing businesses in Australia, the UK and the Middle East with extensive technical expertise in major infrastructure and property.

He began his career as a graduate bridge engineer at Cambridgeshire County Council in the UK. After six years he joined WS Atkins Consultants Ltd, a multi-national engineering and project management consultancy. During this time he was seconded to Bahrain's Ministry of Works and Agriculture as a Senior Bridge Engineer for two years. He then returned to WS Atkins for two years as Group Engineer before relocating to Oman as General Manager.

Returning once more to Bahrain as Principal Project Manager on the Durrat Al Bahrain Resort Project, Steve led a team to project manage, design and supervise the first phase from the initial master plan to construction of the islands and infrastructure.

Steve relocated to Australia in 2007 to join MCD Australia, a project management and property advisory firm as Queensland State Manager, before becoming the Chief Operating Officer.

In 2010, Steve commenced with Kellogg Brown and Root Pty Ltd, an engineering and construction company providing services to the government and private sector and remained there until joining Main Roads Western Australia in February 2013.

He has considerable experience in overall infrastructure project management and delivery in both government and the private section, throughout the Middle East and Australia.

Steve chairs Main Roads' Corporate Executive and the Management Review and Audit Committee. He sits on the Boards of Austroads Ltd, the Planning and Transport Research Centre, the Western Australian Pavement Research Centre and the ROADS Foundation. He is also a member of the Australian Institute of Company Directors.

## Leadership Team Change

- After 10 years of service, Menno Henneveld retired as the Managing Director in December 2012.
- Due to structural changes over the past year, the position of Director, Strategic Relationships has been removed and the Director, Budget and Financial Planning now reports to Executive Director Finance and Commercial Services.
- After two years of phased retirement and more than 50 years of service, Phil Ladner, Executive Director Project Delivery Development, retired in November 2012.



**Peter Woronzow**

Executive Director, Financial and Commercial Services

Peter has been with Main Roads for 33 years. He holds a Bachelor of Arts (Economics), a Graduate Diploma in Public Sector Management, and studied accounting and management at the University of Western Australia. Peter is a member of CPA Australia and is a Fellow of the Institute of Public Accountants.

His Directorate is responsible for developing and managing financial, commercial and corporate solutions that support achieving Main Roads' outcomes.

Peter chairs the Main Roads Business Improvement and Budget Committees. He is also a board member of the Gateway WA and Perth City Link Alliance Boards.



**Leo Coci**

Executive Director, Infrastructure Delivery

Leo has been with Main Roads for 36 years. He holds a Bachelor of Engineering (Honours), a Master of Business Administration from the University of Western Australia and is a member of Engineers Australia.

His Directorate is responsible for procuring high value and complex road and bridge infrastructure through management of project development and delivery in collaboration with stakeholders and industry participants.

Leo chairs the Gateway WA Alliance and South Metro Connect boards.



**Doug Morgan**

Executive Director, Planning and Technical Services

Doug has been with Main Roads for 25 years. He holds a Bachelor of Engineering (Electrical), a Masters of Business Administration and is a member of Engineers Australia.

His Directorate is responsible for contributing to sustainable integrated transport through providing engineering, environmental and asset management expertise.

Doug chairs the Main Roads Corporate Safety, Health and Wellbeing Committee and the Road Planning and Investment Committee.



**John Taya**  
Executive Director,  
Organisational Development

John has been with Main Roads for 38 years and a member of Main Roads' Corporate Executive for 14 years. He holds a Bachelor of Commerce and a Master of Industrial Relations from the University of Western Australia.

His Directorate is responsible for the strategic planning of the organisation, Human Resource Management, Human Capital Management, Cultural Corporate Governance, Innovation and Internal Communication.

John chairs the Main Roads Corporate Development Committee and the Workforce Management Committee. He also holds a position on the board of the ROADS Foundation, is the Chair of the Management Advisory Board of Curtin University, is on the Advisory Board of the UWA Engineering Futures Foundation, is a member of the Australian Institute of Management Advisory Council and is a member of the Austroads Capability Taskforce.



**Des Snook**  
Executive Director,  
Road Network Services

Des has been with Main Roads for 34 years. He holds a Bachelor of Engineering (Civil) and is a member of Engineers Australia and the Australian Institute of Company Directors.

His Directorate is responsible for Traffic Management, Road Safety (including Road Safety Funding Programs), Heavy Vehicle Operations and Customer Service. He is also responsible for the Metropolitan Region and Main Roads' response to Traffic Congestion.

Des is a member of the Road Safety Council, a Director on the Board of Transport Certification Australia Ltd and a member of the Ministerial Heavy Vehicle Advisory Panel. At a national level Des is the State's representative on the High Level Reference Group for the development and implementation of the National Heavy Vehicle Regulator.



**John Erceg**  
Executive Director,  
Regional Services

John has been with Main Roads for 30 years. He holds a Bachelor of Engineering (Civil) from the University of Western Australia.

His Directorate is responsible for road asset management, network operation and maintenance and capital delivery outside the Perth metropolitan area. These services are delivered from our nine regional offices.

John holds a position on the board of the ROADS Foundation.



**Iain Cameron**  
Executive Director,  
Office of Road Safety

Iain has been with the Office of Road Safety for 13 years. He holds a Bachelor of Physical Education and Diploma of Education from the University of Western Australia, and a Post-graduate Diploma in Health Promotion and Master of Public Health from Curtin University. Iain is a Graduate of the Australian Institute of Company Directors.

His office is responsible for providing policy and strategy advice and support to the Road Safety Council (RSC) and Minister for Road Safety.

Iain is a member of the Road Safety Council and a board member on the Curtin Monash University Accident Research Centre. Nationally, Iain is the Austroads Program Manager chairing the Road Safety Task Force. He also holds a position as an Independent Director on the Board of the Australasian New Car Assessment Program.



Mitchell Freeway





# Our Operational Performance

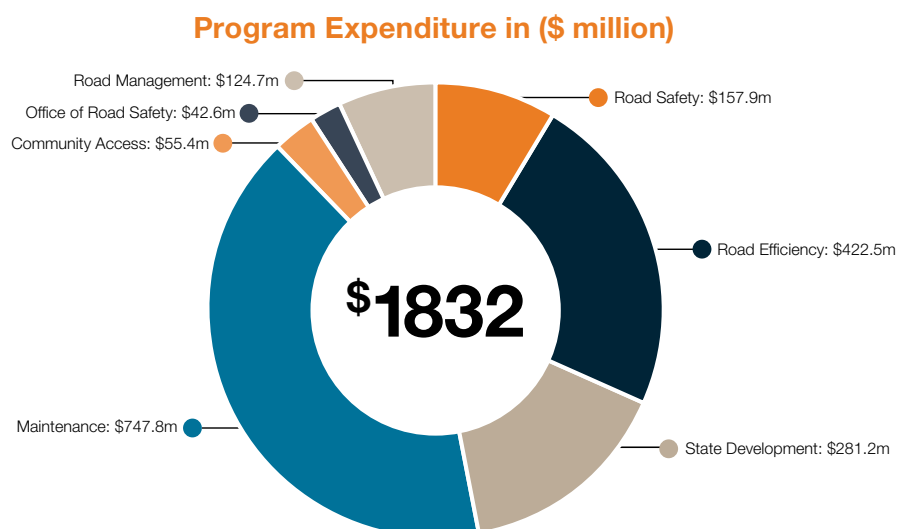
## How We Achieve Government Goals

The Government has identified four goals that we must achieve in delivering services to the community. Main Roads delivers these goals through a Program Management approach within which there are seven Programs, each of which drives our outcome-based decision making to achieve the Government's expectations. Key performance measures assist the Government, Main Roads and the community in determining the impact of the delivery of services within each Program.

The following table shows the relationship between the Government's Goals, the services and outcomes we deliver in order to achieve those Goals, and the Program that drives our decision making.

Government Goals	Main Roads Outcomes	Main Roads Program	Page Ref.
Results Based Service Delivery	Providing a safe road environment	Road Safety	24
	Improved coordination and community awareness of road safety	Office of Road Safety	47
	Reliable and efficient movement of people and goods	Road Management Road Efficiency	52 29
State Building – Major Projects	Facilitate economic and regional development	State Development	35
Stronger Focus on the Regions	A well maintained road network	Maintenance	40
Social and Environmental Responsibility	Improved community access and roadside amenity	Community Access	44

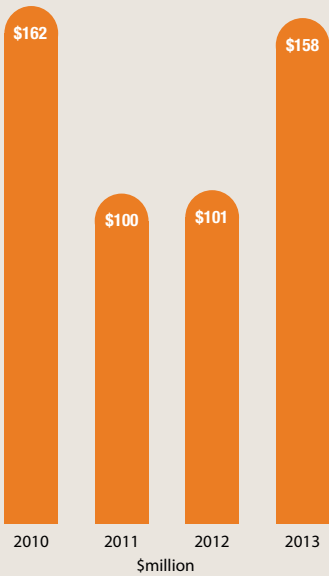
This graph shows the allocation of expenditure attributed to each of our Programs.



# Road Safety

## Providing a Safe Road Environment

This program seeks to reduce the State's road fatality rate to the lowest in Australia by minimising the road factors contributing to road trauma and reducing the serious crash injury rate.



EXPENDITURE:  
\$158 million

8%  
OF TOTAL  
BUDGET

## Key Performance Indicators

	2013 Target	2013 Actual	Result	Ref
% Community satisfaction of road safety	90%	94%	✓	112
% of contracts completed on budget	90%	95%	✓	113

# Road Safety

### Introduction

The Road Safety program results in infrastructure that provides a safe environment for all road users. It includes all State and National Black Spot projects and other projects aimed at improving the road network that have safety as the main driver. This includes works such as intersection improvements, overtaking lanes, rail crossings and bridge safety improvements. Some of the key projects and road safety initiatives delivered through the program are shown below.

### Key Achievements

Project	Total Project Cost (\$ million)	2012-13 Cost (\$ million)	Completion Date	Description
<b>Gascoyne Region</b>				
North West Coastal Highway (Speedway Road intersection)	1.1	1.1	April 2013	Upgrade intersection to cater for road trains. Reconstruct crossover to roadhouse, install pavement marking, upgrade signing and lighting
North West Coastal Highway (north of Pannawonica Road)	12.9	2.2	June 2014	Seal shoulders and install audible edge lines at various locations between Onslow Road and the Gascoyne regional boundary
<b>Goldfields-Esperance Region</b>				
Coolgardie-Esperance Highway	0.8	0.8	November 2012	Widen formation to 10 m and seal to 8 m including extension of culverts from Wannaway Road
South Coast Highway (Dalyup River Bridge to Bates North Road)	3.2	3.2	July 2013	Construct 1 m wide sealed shoulders and install audible edge lines
<b>Great Southern Region</b>				
South Coast Highway (Manypeaks)	2.2	2.2	February 2013	Reconstruct and widen 1.5 km approximately 36 km east of Albany at Manypeaks
Albany Highway (Darkan-Kojonup Road and Robinson Road)	5.3	1.5	May 2013	Construct 1 m wide sealed shoulders
<b>Kimberley Region</b>				
Broome Highway (Broome-Cape Leveque Road and Great Northern Highway)	5.5	4.5	July 2013	Construct 1 m sealed shoulders and install audible edge lines
<b>Metropolitan Region</b>				
Tonkin Highway/ Morley Drive	3.0	0.7	September 2012	Intersection improvement
Electronic School Zone Signals	2.3	2.3	April 2013	Installation of 60 electronic school zone signals

## Our Operational Performance: Road Safety

Project	Total Project Cost (\$ million)	2012-13 Cost (\$ million)	Completion Date	Description
<b>Mid West Region</b>				
North West Coastal Highway	8.7	3.1	November 2012	Realignment works to improve horizontal or vertical curves and extension of passing lane
Indian Ocean Drive	3.7	3.7	February 2013	Shoulder reconstruction and seal widening
Mingenew-Morawa Road	2.3	2.1	April 2013	Widening of approximately 11 km of seal
<b>Pilbara Region</b>				
Great Northern Highway	1.2	1.2	April 2013	Construct 1 m sealed shoulders between Wodjina and Port Hedland
Great Northern Highway	2.9	1.7	August 2013	Upgrade four over-size, over-mass parking bays at various locations from Port Hedland to Newman
<b>South West Region</b>				
Vasse Highway	1.5	1.5	January 2013	Seal shoulders to 1 m wide and install audible edge lines
Bussell Highway (Carbanup to Chambers Road)	7.2	4.8	February 2013	Reconstruct including 1.2 km curve realignment and widen to 7 m with 1.5 m sealed shoulders and construct southbound passing lane
Boyanup-Picton Road (Carinya Curve)	1.9	1.7	April 2013	Reconstruct curve and seal shoulders
<b>Wheatbelt North Region</b>				
Indian Ocean Drive (Seabird Road and Greenwood Coast Road)	2.3	2.0	October 2012	Construct southbound and northbound passing lane
Indian Ocean Drive	1.7	1.5	November 2012	Intersection improvements to King Drive, Gingin West and Caraban Road near Woodridge
Brand Highway Upgrades	7.7	7.7	June 2013	Various upgrades and improvements at Dandaragan Road, South Cataby Roadhouse and between Nammegarra Road and Cataby South
<b>Wheatbelt South Region</b>				
Northam-Cranbrook Road (Brookton to Narrogin)	10.2	10.2	May 2013	Construct 1 m wide sealed shoulders and install audible edge lines
Northam-Cranbrook Road (Narrogin to Wagin)	5.1	5.1	June 2013	Construct 1 m wide sealed shoulders
Albany Highway (south of Williams)	3.0	2.6	June 2013	Construct two new overtaking lanes

## Our Operational Performance: Road Safety

### Black Spot Programs

A total of 141 projects were funded by the State Black Spot Program, with 26 projects on State roads and 115 projects on local roads, representing an investment of \$20 million. In addition, 43 projects were funded from the Nation Building Black Spot Program representing an investment of more than \$7 million.

### Railway Level Crossing Upgrade Program

The State spent more than \$11 million to ensure railway level crossing safety. Works undertaken include the upgrade of 14 crossings from passive to active control (flashing lights), and the refurbishment of nine crossings with updated equipment.

### Road Trauma Trust Account Programs

The Regional Run Off Roads Program provided funding of \$37 million. In addition, The Metropolitan Intersection Improvements Program provided funding of \$4.5 million. For more information on the Regional Run Off Roads Program, please refer to the Office of Road Safety case study, page 51.

*Audible edge lines, Great Northern Highway*



## Looking ahead

- The State Black Spot Program will have funding of \$10 million on State roads, and \$10 million on Local Roads.
- The Federal Black Spot Program will have \$7 million.
- The Safer Roads and Bridge Improvements Program will have funding of \$35 million.
- Continuation of the re-alignment of Great Northern Highway at the Bindi Bindi curves.

## Case Study



# Indian Ocean Drive: Greenhead to Leeman North

The construction of the parking bay allows road users to now safely stop, revive, enjoy the scenery and minimise fatigue.

The Lancelin-Cervantes Road, completed in September 2010, provided a scenic alternative route away from heavy vehicle traffic on Brand Highway. Its popularity has meant a substantial increase in tourists using the road to access the coast and as a through route to the north. As part of ensuring motorists' safety a program of road improvements between Greenhead and Leeman and Brand Highway intersection were identified.

This \$3.7 million project included the widening of the road formation, repair of substandard pavement sections and widening of the road seal surface to improve road safety on the road between Greenhead and Leeman. The works also included the upgrade and widening of the intersection at Eneabba-Coolimba Road, including further seal widening to the south of the intersection, and the construction of a new rest parking bay between Leeman and the Brand Highway intersection.

The Mid West Region procured plant and labour externally with the management, supervision and trainee labour acquired directly from Integrated Services Arrangement personnel. In addition to motorist safety, the project also provided the following benefits:

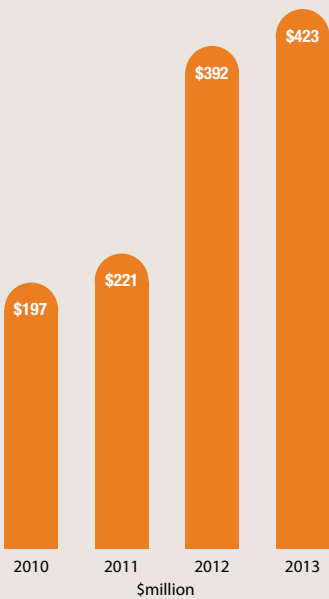
- provided on-the-job experience for trainees and graduate engineers in road construction and quality management
- employees gained greater project and construction management experience within the operations (not as an external third party)
- by utilising people, plant and materials supplied by Mid West Regional Council members from the Shires of Coorow and Perenjori, it helped reduced cost and improved relationship and contributor capabilities.

Mid West Region will continue its program for improvement to accommodate the increased traffic along this route.

# Road Efficiency

## Providing Reliable and Efficient Movement of People and Goods

This program seeks to improve the efficiency, capacity and utilisation of the existing road network as part of a total transport network.



EXPENDITURE:  
\$423 million



## Key Performance Indicators

	2013 Target	2013 Actual	Result	Ref
% Community satisfaction	90%	94%	✓	114
% of contracts completed on budget	90%	100%	✓	115
% of contracts completed on time	90%	86%	✓	115

# Road Efficiency

## Our Operational Performance: Road Efficiency

### Introduction

The Road Efficiency Program provides infrastructure that has improvements in freight, levels of service or traffic management as the main driver. This includes projects that deliver geometric improvements, road widening, bridge strengthening and retrofitting of Intelligent Transport System capabilities. Some of the key projects and achievements delivered through the program are shown below.

### Key Achievements

Project	Total Project Cost (\$ million)	2012-13 Cost (\$ million)	Completion Date	Description
<b>Gascoyne Region</b>				
North West Coastal Highway (between Minilya and Barradale)	217.5	0.5	June 2017	Widen seal to 7 m with 0.5 m sealed shoulders between Minilya and Barradale
<b>Great Southern Region</b>				
Ravensthorpe Heavy Vehicle Route	30.0	0.5	March 2015	Various including realignment of South Coast Highway north of Ravensthorpe, realign Hopetoun Road intersection and in town site
<b>Kimberley Region</b>				
Great Northern Highway (Deep Creek)	2.5	2.5	November 2012	Widen and strengthen bridge over Deep Creek
<b>Metropolitan Region</b>				
Great Eastern Highway (Kooyong Road to Tonkin Highway)	249.5	71.7	May 2013	Upgrade 4.1 km to a six dual lane carriageway, on road cycle facilities, bus priority facilities and pedestrian paths
Kwinana Freeway Third Lane (Leach Highway to Roe Highway)	57.9	14.8	May 2013	Widening of Kwinana Freeway between Leach Highway and Roe Highway to provide three lanes in each direction
Mitchell Freeway Upgrade (Hepburn Avenue to Hodges Drive)	16.0	5.5	December 2013	Construction of a third lane northbound between Hepburn Avenue to Hodges Drive
Murdoch Drive/South Street Intersection Upgrade	15.0	10.1	December 2013	Upgrade the intersection of Murdoch Drive and South Street as a result of the planned development of Murdoch Activity Centre
Gateway WA – Perth Airport and Freight Access	1004.0	78.4	June 2017	Upgrade Tonkin Highway between Great Eastern and Roe Highway, Leach Highway between Orrong Road and the airport and improvements on Kewdale Road
<b>Mid West Region</b>				
Brand Highway	18.0	0.4	September 2014	Construct new bridge over Greenough River, including tie-ins





Official Opening of Dampier Highway

Project	Total Project Cost (\$ million)	2012-13 Cost (\$ million)	Completion Date	Description
<b>Pilbara Region</b>				
Dampier Highway Duplication (Balmoral Road West to Burrup Road, Stages 2 – 6)	112.0	38.9	February 2013	Construction of 12.5 km dual carriageway, intersection modifications, bridge over Seven Mile Creek and traffic signals
<b>South West Region</b>				
Koombana Drive/Estuary Drive intersection	2.6	2.6	December 2012	Modify intersection and install traffic signals
Forrest Highway (Vittoria Road intersection)	3.6	3.5	May 2013	Install right turn acceleration lane and traffic signals
<b>Wheatbelt North Region</b>				
Great Northern Highway (Muechea to Wubin, Bindi Bindi Section)	40.0	2.1	December 2014	Reconstruction and alignment of 11 km of Great Northern Highway from Bindi Bindi to Lyons East Road
<b>Wheatbelt South Region</b>				
Narrogin-Kondinin Road (Elsinore and Fence)	7.5	6.5	March 2013	Realign, widen and overlay two sections 7 km in total to cater for heavy vehicle traffic
Narrogin-Kondinin Road (Jitarning)	5.4	3.6	April 2013	Widen, seal and overlay 4 km to cater for heavy vehicle traffic
York-Merredin Road (Shackleton and Yarding)	4.5	3.6	April 2013	Widen and overlay two sections of York-Merredin Road to cater for heavy vehicle traffic

## Recognition

### 2012 WA Spatial Excellence Awards

- Winner 'Infrastructure and Construction' – *Mitchell Freeway Widening*
- Overall Industry Winner – *Mitchell Freeway Widening*

### 2012 WA Engineering Excellence Awards

- Winner 'Management of Engineering' – *Great Eastern Highway/Roe Highway Interchange*
- Winner 'Control Systems, Reports and Procedures' – *Gateway WA*



## Looking ahead

- Commence Stage Two of upgrade works on Great Northern Highway between Muchea and Wubin.
- Upgrade North West Coastal Highway between Minilya and Barradale, and construct bridges at Cave and Goodeman Creeks.
- Commence construction of a second carriageway on Reid Highway between Erindale Road and Duffy Road.
- Installation of Managed Freeways technology on Kwinana Freeway and Roe Highway.
- Continue to widen and reconstruct Coalfields Highway between Wellington Dam turnoff and Allanson and Roelands Hill.
- Replacement of the Greenough River Bridge on Brand Highway.



## Case Study

\$15 MILLION  
ON-RAMP CUTS  
**4 kms**  
OFF THE ROUTE

### Gateway WA: Stage One Underway

This area is arguably our most important transport interchange where road, rail and air services meet to facilitate the movement of people and goods essential to the economy of the State and the nation.

In February 2013, Western Australia's Transport Minister Troy Buswell and Federal Minister Anthony Albanese turned the sod on the first stage of the \$1 billion Gateway WA Perth Airport and Freight Access Project. This marked the start of construction of the Abernethy Road-Tonkin Highway on-ramp which will provide immediate significant benefits for the freight industry.

The Abernethy Road-Tonkin Highway on-ramp is the first in a series of road upgrades in the Kewdale and Forrestfield industrial areas required to meet an expected doubling in freight movements between now and 2031. The \$15 million on-ramp will provide a direct link for road users to the regional network via Tonkin Highway southbound for the first time. This will cut almost 4 kilometres off the current route thereby reducing travel times and costs for freight providers.

Construction will continue on the full Gateway WA program of works with project completion expected in early 2017. The main project works will focus on the construction of several major interchanges on Tonkin Highway, between Great Eastern Highway and Roe Highway, and Leach Highway, between Orrong Road and Perth Airport.

In addition to assisting the freight industry, the project will cater for expected increases in air passenger travel and Perth Airport's plans for domestic and international airport terminal consolidation. Assessed as a National Priority Project, Federal and State Government contributions of \$686 million and \$318 million respectively have been made in recognition of the economic importance of this strategic transport hub that connects road, rail and air nationally and within Western Australia.

The project is being undertaken by an alliance contract and agreement on the target price was a significant milestone for the project which was reached between Main Roads and the Gateway WA alliance in July 2013.



## Case Study

\$118 MILLION  
RESULTING IN  
**430 kms**  
OF ROADS  
UPGRADED.

# Grain Freight Improvement Program

As a result of the Grain Freight Improvement Program, no single lane seals remain on the State road network in the Wheatbelt South region.

In November 2010, the State Government announced a \$118 million funding package to upgrade and maintain our Grain Freight Network over a period of four years. The funding allowed for almost \$44 million to upgrade State roads, more than \$60 million was allocated to Local Governments to upgrade their roads and a further \$14 million has been allocated to cover extraordinary maintenance.

In September 2011, the Transport Minister Troy Buswell approved an accelerated delivery program for upgrading State roads that form part of the Grain Freight Network. This sets a target for State roads in the Wheatbelt to be upgraded within two years, with the majority of upgrades completed by mid-2013. One outstanding State road project, delayed by service relocations, is expected to be completed in 2014.

Within the same year, we also worked closely with various Local Governments to review and refine project scopes. During discussions, additional pavement rehabilitation requirements were identified together with a number of safety improvements. To assist Local Governments with the delivery of works, we regularly liaised with the Wheatbelt Shires and provided technical support where required. We have completed 55% of the local road projects and the remainder are expected to be fully completed by mid-2015.

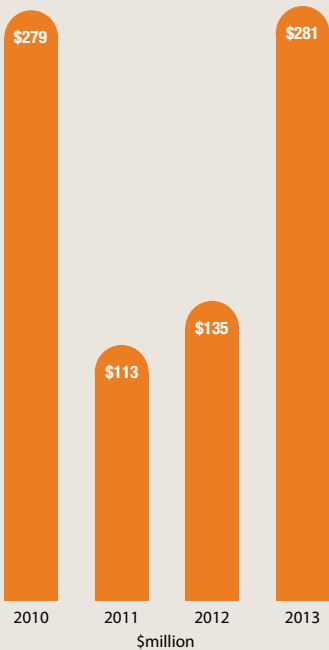
We are managing a total of 64 projects that will see more than 430 kilometres of State and Local Government roads upgraded. There were 17 projects on State roads and 47 projects on local roads, covering 15 Local Governments. At the peak of the delivery program, there were five contract construction crews working simultaneously to deliver State road projects.

For more information regarding the Grain Freight Improvement Program, please visit our website.

# State Development

## Facilitating Economic and Regional Development

This program seeks to expand the road network in accordance with State and Commonwealth transport and land use strategies that will facilitate the economic and regional development of the State.



EXPENDITURE:  
\$281 million

15%  
OF TOTAL  
BUDGET

## Key Performance Indicators

	2013 Target	2013 Actual	Result	Ref
Return on construction expenditure (as an average)	2.5	3.1	✓	115
% of contracts completed on budget	90%	100%	✓	115

# State Development

### Introduction

The State Development Program includes most expansion, major infrastructure and bypass projects that have economic and regional development support as the primary driver. This program is predominantly made up of the largest and most complex works delivered. The following are some of the key projects and achievements delivered through the program.

### Key Achievements

Project	Total Project Cost (\$ million)	2012-13 Cost (\$ million)	Completion Date	Description
<b>Goldfields-Esperance Region</b>				
Esperance Port Access Corridor	120.0	56.2	March 2014	Realignment of railway and Harbour Road, two new grade separated rail crossings, a bridge, a road tunnel over the railway and a bridge connection between Harbour Road and Johns Street
<b>Kimberley Region</b>				
Great Northern Highway (Big McPhees Bridge)	20.5	16.5	December 2012	Replace Big McPhees Bridge
Kununurra Heavy Vehicle Route Stages 1 – 2	6.0	0.8	June 2014	Planning and design for the heavy vehicle route from Victoria Highway to Weaber Plain Road
<b>Metropolitan Region</b>				
Northbridge Tunnel 3rd Lane (Mitchell Freeway Widening)	57.0	24.8	January 2014	Widening the Northbridge Tunnel to three lanes. Widen Mitchell Freeway, resurface and reconfigure lanes and construct a link road from the Loftus Street exit connecting to Mitchell Freeway
Perth Darwin National Highway (Reid Highway to Great Northern Highway)	844.6	0.8	December 2019	Construction of approximately 30 km of new road from the intersection of Tonkin Highway and Reid Highway, and connecting to Brand Highway and Great Northern Highway
Mitchell Freeway Extension (Burns Beach Road to Hester Avenue)	322.0	0.5	December 2017	Planning works for the extension of Mitchell Freeway from Burns Beach Road to Hester Avenue
<b>Mid West Region</b>				
Wubin-Mullewa Road	21.6	0.9	June 2015	Widening of road between Perenjori and Morawa from single lane seal to dual lane seal
Goldfields Highway (between Wiluna and Meekatharra)	20.0	1.0	June 2015	Construction of up to five sealed sections of road to provide safer overtaking opportunities

## Our Operational Performance: State Development

Project	Total Project Cost (\$ million)	2012-13 Cost (\$ million)	Completion Date	Description
Pilbara Region				
Great Northern Highway realignment	262.3	98.2	July 2014	An 8 km realignment to the North and West of the Wedgefield Industrial Area. A grade separated interchange, a low level road bridge over South West Creek and a road bridge over the BHP rail
South West Region				
Bunbury Outer Ring Road Stage One	79.3	37.0	May 2013	Construct dual carriageway and seal 10 m wide including two bridges
Bunbury Port Access Road Stage Two (Picton to Bunbury Outer Ring Road)	44.7	11.6	May 2013	Construct single carriageway and seal 10 m wide including one bridge

*Bunbury Port Access Road*



## Looking ahead

- Complete construction of the Esperance Port Access project.
- Construction and sealing of various sections of Goldfields Highway between Wiluna and Meekatharra.
- Complete construction to provide an additional lane in the Graham Farmer Freeway tunnel in both directions and construct an additional northbound lane on Mitchell Freeway from Charles Street east to Hutton Street.
- Continue construction of the realignment of Great Northern Highway in Port Hedland.
- Continue project development and commence construction to extend the Mitchell Freeway from Burns Beach Road to Hester Avenue.
- Continue project development activities associated with the Perth Darwin National Highway – Swan Valley Bypass project and commence construction.



## Case Study

# Northbridge Tunnel Upgrade: Turning Four Lanes into Six

ADDITIONAL  
CAPACITY OF  
**30,000**  
EXTRA VEHICLES  
PER DAY

With the extra lanes, road users are able to cut their travel time and have been overwhelmingly positive in their response to the completed upgrade.

The Northbridge Tunnel on Graham Farmer Freeway is a \$15 million project funded by the State Government. The upgrade reconfigured to allow a third lane to the tunnel in each direction and was fully functional in April 2013. As one of Perth's top five most well-known road structures, the project was subjected to heavy public scrutiny.

The Northbridge Tunnel upgrade began in mid-2012 in conjunction with the Mitchell Freeway Widening Project as part of a package of transport solutions to improve the CBD road network and address the challenges associated with Perth's increasing population. The upgrade project was delivered by Main Roads and the tunnel 'operate and maintain' contractor Lend Lease.

The tunnel was designed and built to ultimately have six traffic lanes – three eastbound and three westbound. However, converting the existing four traffic lanes and two breakdown lanes into six traffic lanes was a major public concern as there will be no breakdown shoulder. Prior to starting the project, we engaged internal and external stakeholders as well as technical experts in an Operational Risk Review. This review enabled the project team to confirm the risks associated with the project from a construction and operational perspective. Mitigation of the identified risks included:

- Provision of a breakdown response capability called the Incident Response Service to remove broken down vehicles from the tunnel.
- Enhanced community awareness through a campaign advising road users of the new movements within the tunnel using 3-D fly throughs. These were made available to the public via various social media platforms.
- Revision, upgrade and promotion of tunnel signage.
- Implementation of the Stakeholder and Media Communications Plan aimed at minimising the impact of necessary tunnel closures on road users.





## Case Study

4,000  
VEHICLES CAN  
NOW USE  
WILLINGE DRIVE  
EVERY DAY

# Bunbury Port Access Project: Improving Heavy Vehicle Access

Officially opened on 31 May 2013 by Transport Minister Troy Buswell and Federal Labor Senator Sue Lines, Stage Two of this \$170 million project provides a significant improvement in road and port infrastructure in the State's South West region. There is now better access to the Bunbury Port for heavy vehicles as trucks bypass congested sections of the existing road network around Bunbury.

The project involved the construction of the seven kilometre long Willinge Drive (Bunbury Port Access Road) between Estuary Drive and the Bunbury Outer Ring Road, together with a four kilometre section of the Ring Road between South Western Highway and the Boyanup Picton Road. This jointly funded project expects that around 4,000 vehicles will now use the Willinge Drive per day.

Feedback from the transport industry has been that this project has made a major difference to daily commuting.

This section of the network will service the developing industrial areas to the south east of Bunbury, improving inter-connectivity to the industrial areas while also providing direct access to these areas from inter-regional roads.

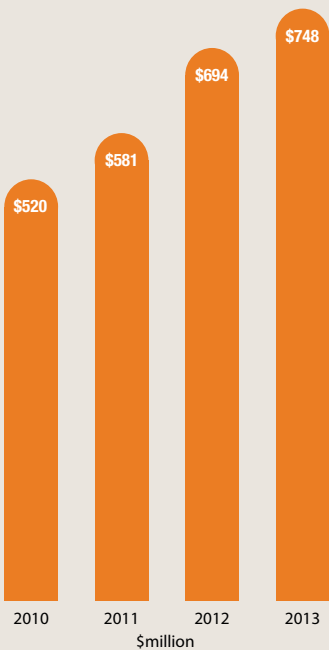
A major safety feature in this construction process was building roundabouts at major junctions of the Bunbury Outer Ring Road with South Western Highway and Willinge Drive, rather than conventional signalised four-way intersections. At the moment, Willinge Drive is a two-lane road with capacity for the southern section to be upgraded to a four-lane dual carriageway. Consideration has also been made for other future upgrade options.

This project will deliver increased efficiency, safety and additional capacity in the regional road network servicing Bunbury and the Bunbury Port. It will also improve the amenity of residential areas by redirecting heavy vehicles away from developed areas.

# Maintenance

## Providing a Well Maintained Road Network

This program maintains the existing road and bridge network by maximising asset life and minimising whole of life costs.



EXPENDITURE:  
\$748 million

40%  
OF TOTAL  
BUDGET

## Key Performance Indicators

	2013 Target	2013 Actual	Result	Ref
% Community satisfaction with road maintenance	90%	84%	✓	116
% Availability of traffic signals	99%	99.5% <sup>1</sup>	✓	116
% Preventative maintenance indicator	85%	87%	✓	116

<sup>1</sup> Result is to February 2013.

# Maintenance

## Our Operational Performance: Maintenance

### Introduction

The Maintenance Program covers the maintenance of all road, bridge and ancillary assets, road verges and reserves. Works include routine and periodic maintenance and reconstruction works where the primary reason is due to pavement failure. Some of the key projects and achievements delivered through the program are shown below.

### Key Achievements

Project	Total Project Cost (\$ million)	2012-13 Cost (\$ million)	Completion Date	Description
<b>Gascoyne Region</b>				
Regional Project Maintenance	8.6	8.6	June 2013	Maintenance of network
Various State Roads	0.1	0.1	June 2013	Reseal and resurfacing works
<b>Goldfields-Esperance Region</b>				
Regional Project Maintenance	13.9	14.8	June 2013	Maintenance of network
Various State Roads	2.5	2.6	June 2013	Reseal and resurfacing works
<b>Great Southern Region</b>				
Regional Project Maintenance	11.8	12.5	June 2013	Maintenance of network
Various State Roads	2.5	2.5	June 2013	Reseal and resurfacing works
<b>Kimberley Region</b>				
Regional Project Maintenance	23.3	23.3	June 2013	Maintenance of network
Various State Roads	4.5	4.5	June 2013	Reseal and resurfacing works
<b>Metropolitan Region</b>				
Regional Project Maintenance	46.0	46.0	June 2013	Maintenance of network
Various State Roads	8.7	8.7	June 2013	Reseal and resurfacing works
Brookton Highway	7.8	7.8	July 2013	Construction of Buckingham Bridge and realignment of the Highway
<b>Mid West Region</b>				
Regional Project Maintenance	29.9	29.8	June 2013	Maintenance of network
Various State Roads	5.7	5.8	June 2013	Reseal and resurfacing works
<b>Pilbara Region</b>				
Regional Project Maintenance	27.8	28.1	June 2013	Maintenance of network
Various State Roads	6.5	2.8	June 2013	Reseal and resurfacing works

## Our Operational Performance: Maintenance

Project	Total Project Cost (\$ million)	2012-13 Cost (\$ million)	Completion Date	Description
South West Region				
Regional Project Maintenance	17.5	18.4	June 2013	Maintenance of network
Various State Roads	3.2	3.2	June 2013	Reseal and resurfacing works
Wheatbelt North Region				
Regional Project Maintenance	18.0	18.8	June 2013	Maintenance of network
Various State Roads	4.8	5.7	June 2013	Reseal and resurfacing works
Wheatbelt South Region				
Regional Project Maintenance	11.0	10.9	June 2013	Maintenance of network
Various State Roads	4.5	5.0	June 2013	Reseal and resurfacing works

### Availability of Electrical Assets

Since 2008, one of the measures used in the context of reporting our progress against the outcome of achieving a well maintained road network has been the percentage availability of traffic signals, road lighting and emergency phones.

The measure was derived from contractual arrangements supporting the Traffic Control Infrastructure Contract (TCIC) and reports the percentage of time that the assets are fully operational. Since 2008, the results have ranged from 96.1% to 99.9% across all three asset classes showing little variation during this period.

In February 2013, the TCIC expired and services were subsumed within our Integrated Service Arrangement. As a result of issues in bedding down systems and processes under the new arrangements, there were issues with data validation from an audit perspective. At no time were actual levels of service in relation to the assets impacted. A new data entry framework and validation process has been established and full year reporting will commence as of July 2013.

*Line marking on Northampton Nabawa Road*



## Looking ahead

- Maintenance of the State road network through the continuing operation of the Integrated Service Arrangements.
- Continue works to recondition formation and gravel on Useless Loop Road.

## Case Study



## Big McPhee Bridge Replacement

In December 2012, the new bridge at Big McPhee's Creek on the Great Northern Highway was opened to traffic. Located approximately 120 kilometres south of Kununurra, the bridge forms part of the National Highway network, linking Western Australia with the Northern Territory.

The old Big McPhee Bridge had been damaged by flooding on numerous occasions. More recently, in March 2011, a major flood event in the East Kimberley caused structural damage to the bridge which necessitated its closure. Food and fuel needs of local communities and mines required that section of the Great Northern Highway to be re-opened immediately. Within two weeks of closure, temporary repairs to strengthen the bridge were made to allow essential travel, with reduced operating conditions.

Following the damage sustained in March 2011, our Kimberley Region initiated and fast-tracked the planning for a permanent solution. This provided the opportunity to construct a new two lane bridge which was

both longer and higher than the original. The new bridge is 108 metres in length, nearly double the length of the old bridge. Improvements of the new bridge include savings in probable accident costs and delays due to the inadequate width of the single lane bridge and increased serviceability of the crossing as the new bridge is 2.5 metres higher.

Two days of heavy rainfall triggered a major flood event causing structural damage to Big McPhee Bridge.

# Community Access

## Improving Community Access and Roadside Amenity

This program aims to improve personal mobility and community access needs on the road network.



EXPENDITURE:  
\$55 million

3%  
OF TOTAL  
BUDGET

### Key Performance Indicators

	2013 Target	2013 Actual	Result	Ref
% of the year that 100% of the State road network is available	70%	94%	✓	116-117
% Community satisfaction with cycleways and pedestrian facilities	90%	83%	✓	117
% of contracts completed on budget	90%	80%	✓	117

# Community Access

## Introduction

The Community Access Program provides infrastructure including remote access roads; pedestrian and bicycle rider access; improved access and mobility for those with disabilities; integration of public transport initiatives; and improved amenities such as information bays, noise attenuation and landscaping. Some of the key projects and achievements delivered through the program are shown below.

## Key Achievements

Project	Total Project Cost (\$ million)	2012-13 Cost (\$ million)	Completion Date	Description
Gascoyne Region				
Carnarvon Flood Levees	60.0	26.3	March 2014	Construction of levees to mitigate damage from flooding of the Gascoyne River
Great Southern Region				
Fitzgerald River National Park	30.0	5.4	April 2013	Construction of Hamersley Drive and associated spur roads near Hopetoun; upgrade and seal sections of roads to Point Ann
Kimberley Region				
Gibb River Road	3.4	3.1	December 2012	Construct to seal various sections totalling 18 km between El Questro Road and Great Northern Highway
Metropolitan Region				
Mitchell Freeway/ Whitfords Avenue	2.4	2.4	May 2013	Construction of amenity walls
South West Region				
Forrest Highway	2.5	2.5	June 2013	Footbridge over Preston River Eelup

## Looking ahead

- Construction of levees to mitigate damage from flooding of the Gascoyne River in the Carnarvon Horticultural Area and improvements to the existing North West Coastal Floodway.
- Continue undertaking various improvement works on the Gibb River Road including gravel re-sheeting and drainage improvements.
- Gravel re-sheeting and drainage improvements on Great Central Road between Laverton and Docker River.
- Continue sealing various sections of the Broome-Cape Leveque Road.

Flood mitigation works, Carnarvon





## Case Study

**\$50 m**  
TO IMPROVE  
THE PRINCIPAL  
SHARED PATH  
NETWORK

# Encouraging Sustainable Transport and Improving Local Access

A total of \$50 million has been committed to the improvement of the Principal Shared Path (PSP) network in the Perth metropolitan area. This fund will allow us to design and construct critical missing sections and existing substandard sections of the PSP network identified in the Draft Western Australian Bicycle Network Plan 2012-21.

This project will make massive improvements enabling more people to ride more often as a result of this work.

The PSP network is a system of interlinked, high quality shared paths; generally located along freeways, highways and rail reserves. The network allows bicycle riders to travel significant distances quickly, directly and with minimal interruptions. PSPs located in rail reserves also improve pedestrian accessibility to suburban railway stations and encourage people to ride rather than drive to their local station.

This State-funded Program will deliver significant improvements to the level of service enjoyed by bicycle riders travelling for transport purposes into the Perth CBD from suburban areas. Since the introduction of bicycle infrastructure, traffic counters located at strategic locations on the PSP network have shown an annual growth of almost 10% in the number of bicycle movements.

The network improvements are expected to result in an increasing growth rate as it will encourage more people to ride. This will have numerous benefits such as reducing road congestion, improving public health and relieving pressure on public transport infrastructure.

We have made considerable progress on the design of many of the substandard or missing sections of PSP identified in the Western Australian Bicycle Network Plan. We are working to roll out the construction of these new sections of PSP as soon as possible.



# Office of Road Safety

## Leading and Coordinating the State Road Safety Strategy

This program aims to achieve improved coordination and community awareness of road safety in Western Australia.



EXPENDITURE:  
\$43 million

2%  
OF TOTAL  
BUDGET

## Key Performance Indicators

	2013 Target	2013 Actual	Result	Ref
% Effectiveness of road safety awareness campaigns	>50%	83%	✓	113
% of contracts completed on budget	90%	100%	✓	113

	2010	2011	2012
WA Road Fatalities	193	179	183
WA Hospitalisations	2,497	2,384	2,449

# Office of Road Safety

## Introduction

This program is unique within the Main Roads' program structure and represents the activities of a single business unit – the Office of Road Safety (ORS). The ORS is the lead organisation for road safety in Western Australia and has responsibility for developing, coordinating, promoting and monitoring the State's road safety strategy, *Towards Zero*.

We provide road safety policy, research, evaluation and community education. As the body supporting the Minister for Road Safety in the administration of the *Road Safety Council Act 2002* and providing support to the Road Safety Council (RSC) and Government, we are responsible for administering the Road Trauma Trust Account (RTTA) for road safety programs. From July 2012, the RTTA received 100% of the speed and red light camera fines revenue which are provided to agencies and organisations to implement priority safety projects consistent with the Government's *Towards Zero* Strategy. The Office monitors and reports on the implementation and the results being achieved. Together with the RSC, we promote the shared responsibility of road safety with the objective of significantly reducing road trauma on our roads.

## Towards Zero Safety Strategy

*Towards Zero* is the State's Road Safety Strategy. The underlying philosophy of the strategy means we do not accept that any human being should die or be seriously injured on our roads. Realistically, we understand it is not practical to achieve zero fatalities on our roads by the year 2020, but we do not accept any death or serious injury as inevitable. Using a Safe System approach, *Towards Zero* advocates for safe drivers in safe vehicles, travelling at safe speeds on safe roads. If all components of the *Towards Zero* strategy are fully implemented, we have the potential to save 11,000 people from being killed or seriously injured between 2008 and 2020. That is a reduction of around 40% on present day levels. This also represents a potential cost saving to the community of up to \$2.4 billion. For more information visit our website at [www.ors.wa.gov.au](http://www.ors.wa.gov.au).

# Recognition

## 2012 Perth Advertising and Design Club Awards

- Silver 'Online Advertising' – *ESC Scroll Down*
- Bronze 'TV/Cinema Social Marketing & Charity' – *Restrains Sashes*

## Road Safety Council

The Road Safety Council (RSC) is chaired by Professor Murray Lampard APM and includes representatives from the Departments of Transport, Planning, Education, Health, Main Roads, Western Australian Local Government Association, Office of Road Safety, Insurance Commission of Western Australia, Western Australia Police and the Royal Automobile Club of Western Australia (RACWA) which represents the State's road users. The Council identifies measures to improve road safety; identifies and recommends measures to reduce deaths and injuries resulting from road crashes; evaluates and monitors the effectiveness of these measures; and makes recommendations to Government to improve safety on the State's roads.

## Key Achievements

### Leading Business Planning and Projects to Reduce Road Trauma in WA

This year, we took the lead in developing a results-focused performance monitoring framework which reports achieved results and links key indicators to monitor the safety of the network. In line with the findings from the Auditor General's review into the management of the RTTA, we identified major projects and prepared business cases for consideration and funding. We will also continue to strengthen reporting to the Government, Parliament and public on the life saving outcomes of projects funded from the RTTA. We gained Government endorsement on the disbursement of funding based on RSC recommendations for projects that will prioritise the types of crashes occurring on our roads.

### Australian First Road Crash Analysis

In 2013, we took a different approach to road crash analysis. Rather than examining past crash trends, and adopting a method applied in a Sweden project, we forecast future trends to provide a clear view to our 2020 road safety goals.



Speed bumps installed at Bidyandanga

In conjunction with a visiting Engineer from Sweden, we analysed fatal crashes on State roads to identify which crashes would not occur in 2020 due to road and vehicle safety improvements. This analysis enabled us to look forward to 2020 and forecast potential reductions in the number of people killed and seriously injured. It also allowed us to identify crash areas that are not fully addressed under current programs.

### Remote Area Safe System Demonstration Project

We have been involved in the Austroads Remote Area Safe System Demonstration Project in Bidyadanga, south of Broome. The project has mapped the process of improving the safety of roads, vehicles, speed and behaviour in an Aboriginal community.

Key achievements include:

- Constructing a pedestrian crossing and improved lighting at Bidyadanga
- Improving signage, line marking and speed bumps to lower speeds
- Attaining grants for speed and pedestrian safety awareness in the community
- Negotiating improved fencing so that fewer cattle will stray onto the Great Northern Highway near the Bidyadanga access road.

In applying the Safe System in an Aboriginal community, the challenges and lessons learned can inform other communities and partner organisations seeking to improve road safety in their region.

### Remote Alcohol Interlock Trial Commenced

We are the lead agency in a trial investigating issues associated with fitting and using alcohol interlocks in remote areas as part of the Government's introduction of alcohol interlocks for repeat drink driving offenders. An alcohol interlock is a device fitted to a vehicle where a driver must blow into the device and register a Blood Alcohol Concentration of below the legal limit before the engine will start.

The Ngarliyarndu Bindirri Aboriginal Corporation in Roebourne was chosen to coordinate the program on the ground. They are promoting a drink driving message and supporting volunteers in the community to fit alcohol interlocks in their cars. A review managed by our Office is expected to be completed by early 2014.

### Management of the Road Safety Council Research Program

We fund road safety research to understand the causes of road trauma; identify new and evaluate existing safety measures, and research ways to prevent road trauma. Since 2009, the Curtin Monash Accident Research Centre (C-MARC) has developed programs of work in response to identified needs. During the year, the following reports were produced:

- Sociocultural understanding of young people
- Understanding and documenting the long term consequences of road trauma
- Understanding the high occurrence of serious casualty crashes by location.

For more information on these reports, please refer to the C-MARC website.

### ISO 39001 Standard Information Now Available

We played a lead role in contributing to the creation and launch of ISO 39001 in October 2012. ISO 39001 is an international standard for managing and improving road safety performance within an organisation. It provides a structured, holistic approach to road safety that is complementary to existing programs, procedures and regulations.

The standard is expected to support the transfer of knowledge about what works from the perspectives of road safety researchers and practitioners to a wider range of personnel in different types of organisations. This was an international piece of work and representatives from Australia played a lead role in helping to develop the standard.

### New ORS Website

The new ORS website was launched in June 2013 following an extensive review process. To achieve our aim of encouraging stakeholders and community members to learn more about the road safety issues in Western Australia, it is essential that the website is informative and easy to use. As the State's official road safety website, it provides the interface to road safety information for all stakeholders and road users including statistical information about fatal and serious road crashes.

### Online Partnership Toolbox assists Workplace Road Safety

Increasing pressure is being placed on organisations to ensure that workplace road safety is adequately addressed and managed. We are on the front foot in supplying this information online through the Online Partnership Toolbox.

The toolbox provides a wide range of resources and aims to assist employers to educate and communicate with their stakeholders and employees thereby helping to reduce death and serious injuries on our roads. It also provides access to information on implementing adequate Workplace Road Safety policies and procedures to improve the safety of an organisation's transport activities. Visit our website to access the toolbox at <http://www.ors-wa.com.au/Partnership/Register-for-Toolbox.aspx>.

### Community Education

We undertake major education campaigns aimed at raising community awareness and ultimately leading to behavioural changes that will reduce speed and drink driving related deaths in WA. We have once again produced a 16-page print lift out, 'On the Road', to raise awareness on a range of topics including targeted holiday road safety messages for December and January.

Speed campaigns, 'Post It Notes', 'Enjoy the Ride', two drink driving campaigns 'OK is not OK' and 'You Deserve it' ran State wide through mass media and used online components and social media.

In regional WA, a campaign titled 'Sashes' addressed the prevalence of young males killed in crashes when not wearing a seat belt. We have partnered with WIN TV to broadcast 'Off the Boot', WA's only regional football television show. The show, which concluded in September, featured important road safety 'Belt Up' messages, targeting young males in regional and rural WA.

Aboriginal people are disproportionately represented in statistics relating to drink driving and not wearing seat belts. In the Kimberley, we have a strong working partnership with Goolarri Media Enterprises which ran media campaigns to deliver specific road safety messages to Aboriginal Australians. Two culturally appropriate television and radio commercials on drink driving and use of restraints were produced and ran monthly from September 2012 to June 2013.



## Looking ahead

- Enhance the monitoring and reporting of road safety results with the new performance indicator framework and improved evaluation and auditing.
- Continue to produce community education campaigns with a focus on priority areas for reducing road trauma in the safe system approach.
- Implement the outcomes of the Government's review of the Road Safety Framework.
- Support Government in implementing the repeat drink driving strategy to enable the use of alcohol interlocks for repeat and high end drink drivers.
- Develop and implement an annual evaluation program to maximise the effective use of RTTA funds.



## Case Study

**60%**  
OF ALL ROAD  
DEATHS AND SERIOUS  
INJURIES ARE SINGLE  
VEHICLE RUN OFF  
ROAD CRASHES

# Regional Run Off Road Program

*Towards Zero*, the State's road safety strategy for 2008-2020 clearly identified regional run off road crashes as a priority area for reducing the number of people killed and seriously injured. Single vehicle run off road crashes accounted for almost 60% of all road deaths and serious injuries in regional and remote Western Australia from 2008-2012. This year, increased funding from the Road Trauma Trust Account (RTTA) means the Regional Run off Road Program is the largest funded program with \$37 million allocated to its further development and implementation.

Targeting priority sections of rural roads will provide immediate road safety benefits for regional communities.

The Regional Run off Road Program has been guided by work undertaken last year, where State roads with an above average run off road crash risk were identified and prioritised into three tiers. Treatment work on prioritised road lengths across all regions commenced this year.

Reducing run off road crashes addresses a foundation principle of *Towards Zero* and delivers instant and long-lasting results.

The recommended treatments are also a lower cost per kilometre compared with other approaches.

The program is paired with community education programs on safer behaviours and safe vehicles to ensure we are always providing comprehensive solutions. An example is the Electronic Stability Control (ESC) campaign – another initiative designed to reduce death and serious injury on our roads. Run through advertising in various media in regional and remote Western Australia, the campaigns objective was to communicate the importance and generate an understanding of ESC as an essential vehicle safety feature in preventing run-off road crashes.

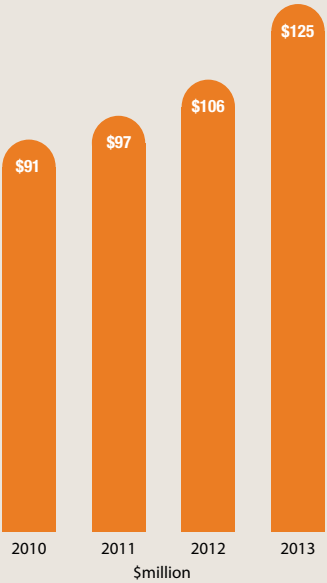
Through the year, 30 projects were delivered across the State road network, achieving 98% (\$36.6 million) expenditure of the program. Proven and effective treatments in reducing run off road crashes included construction of sealed and widened shoulders and the installation of audible edge lining.



# Road Management

## Providing Reliable and Efficient Movement of People and Goods

This program optimises real-time management of the network, provides traveller information, improves asset management planning, and supports service delivery.



EXPENDITURE:  
\$125 million

7%  
OF TOTAL BUDGET

## Key Performance Indicators

			2013 Target	2013 Actual	Result	Ref
% of contracts completed on time			90%	86%	✓	115
% of contracts completed on budget			90%	100%	✓	115
% Network configuration	Roads		90%	89%	✓	114
	Bridges	Strength	87%	88%		

Note: Road Efficiency and Road Management both contribute to the outcome of 'providing reliable and efficient movement of people and goods' and so share some key indicators.

# Road Management

### Introduction

The Road Management Program covers activities associated with the management and operations of the road network including providing technical advice about the road network that cannot be allocated to a specific road project. It includes achievements of the State's Traffic Operations Centre, Road Safety Support, Heavy Vehicle Operations, and Planning and Technical Services. Some of the key projects and research activities delivered through the program are outlined below.

### Traffic Operations Achievements

We have continued to roll-out Intelligent Transport Systems (ITS) aimed at providing new opportunities to manage congestion and reduce road crashes and the environmental impacts of transport. Some of the foundation infrastructure delivered through the Efficiency Program as well as other initiatives implemented over the past year include:

- Fifty CCTV cameras installed to assist with Incident Response Management.
- Roe Highway ITS expansion: 16 kilometres of fibre optic cable added.
- Reid Highway ITS expansion: 16 kilometres of fibre optic cable added.
- Five Variable Message Signs installed on Great Eastern Highway and Roe Highway.

### Road Safety Support Achievements

All details of our Road Safety policy and guidelines, along with a range of safety tools and information that may be of use to practitioners and the community, are available on our website.

### Fatal Crash Investigations

A total of 147 preliminary fatal crash investigations were undertaken over the past year. In addition, 58 comprehensive full reports have been completed. Improvements identified during the assessments are collated into a Corrective Action Report and sent Asset Managers for action.

## Recognition

### 2012 WA Transport Industry Awards

- Winner 'NTI WA Transport Woman of the Year' – *Kellie Houlahan, Project Manager Heavy Vehicle Operations*
- Joint Winner 'Freight & Logistic Council WA Most Outstanding Contribution to the WA Road Transport Industry' – *Pascal Felix, Director Heavy Vehicle Operations*

### 2012 WA Transport & Logistics Awards

- High Commendation in the 'Innovation Award' category – *Heavy Haulage*

### Traffic Management Code of Practice

The Main Roads Traffic Management for Works on Roads Code of Practice was updated and released in June 2013. This release of the Code contains substantial roadwork traffic management improvement initiatives.

We have developed a Provision of Service Agreement for the delivery of accreditation by Registered Training Organisations (RTOs). The service agreement provides a framework that enables us to select, register and monitor the performance of RTOs. This agreement will improve the standard of traffic management throughout the State.

### Heavy Vehicle Operations Achievements

Vehicles over 19 metres long, 4.3 metres high, 2.5 metres wide or over 42.5 tonne gross mass are classed as Restricted Access Vehicles (RAVs). Heavy Vehicle Operations (HVO) regulates access to WA's road network for RAVs via a system of notices and permits.





With a strong focus on innovation and cutting red tape, we are increasingly at the forefront of developing and implementing measures aimed at improving efficiency, road safety, community amenity and the preservation of road infrastructure.

The following are some of the initiatives we have undertaken over the last 12 months:

### **Over-Size, Over-Mass Unit**

In April 2012, Transport Minister Troy Buswell announced the introduction of a 'one stop shop' to provide the heavy vehicle industry with a centralised point of contact to process permit applications and approvals required to conduct over-size, over-mass movements.

The Unit is facilitating approvals with a steadily increasing volume of Over-Size, Over-Mass (OSOM) movements more efficiently and effectively, providing industry with the confidence to commit to planned ventures, providing jobs, and supporting the growth of the Western Australian economy.

One particularly innovative feature is the Unit's cost-recovery business model that provides operators with fiscal certainty and the ability to budget effectively, as well as relieving taxpayers of the requirement to underwrite services provided to commercial industry.

Officially launched on 1 January 2013, the OSOM Unit has provided the following immediate and far-reaching benefits:

- Transport operators no longer have to deal with up to four separate agencies to conduct OSOM movements.
- A core team of traffic escort wardens has been established, allowing police officers to return to front line duties.
- A Heavy Vehicle Helpdesk (138 HVO) has been established providing a single point of contact, extended hours of service and first point issue resolution. In its first six months, it received 27,204 calls.
- Since March 2012, following a successful trial in the Pilbara region, night movements of OSOM loads have been allowed in the Perth Metropolitan area, reducing traffic congestion for daytime road users. The Pilbara trial saw over 130 convoys, consisting of up to seven over-size loads between 8.5 metres and 15 metres wide, complete moves from Port Hedland to the Solomon and Jumblebar mine sites.
- Overhead power lines have been relocated underground at eight key locations on the Great Northern Highway and a further seven on the Melville to Mandurah corridor.



## Our Operational Performance: Road Management

A program has been put in place to underground more power lines on key high-wide load corridors.

- Five extra pullover and layover bays on the Great Northern Highway between Port Hedland and Newman were provided. Pullover bays are temporary parking spaces for OSOM loads to allow backed-up traffic to overtake, while layover bays allow single loads and convoys to park off-road if required.

### On-line Permitting System

Phase One of MOVES, our new online permitting system, was launched in April 2013. The system is a significant cost-cutting initiative and a means of reducing time-consuming administration. MOVES Phase One enabled registered users to seamlessly apply for, pay and obtain Class One RAV Oversize Period Permits and the Class One RAV Oversize Boat Trailer Period Permits; make payments for permits and accreditation; and access a range of user-updated payment, contact and fleet information. Phase Two, released in June 2013, enabled registered users to apply online for complex permits such as Single Trip Combination Permits, Single Trip Oversize Permits and Single Trip Extra Mass Permits; request traffic escort bookings; and add and update vehicle details online rather than submitting a written form.

### Accreditation

We assumed responsibility for the accreditation of pilots with the implementation of the OSOM Unit. Pilots provide warnings of an oversize load, direct other road users, and ensure safe passage of the load. Current regulatory arrangements are being reviewed and an improved system to regulate pilots is being developed. The new system will aim to improve the professionalism of pilots across the industry and will provide an effective mechanism to ensure that standards of operation are adhered to. We will take responsibility from training providers for the issuing of pilot accreditation cards in late 2013, with the complete roll out of new operating arrangements in early 2014.

### Permits

A significant reduction in red tape came with the consolidation of Prime Mover/Trailer Combination and Truck/Trailer Combination Period Permits – the two most commonly issued permits for restricted access vehicles – into a single Gazette Notice.

The consolidation removed the \$50 permit fee as well as removing the application, renewal and issuing processes, saving industry an estimated \$250,000 a year and bringing us into line with other States.

### Compliance

We are responsible for monitoring and improving heavy vehicle compliance outcomes of road safety and infrastructure protection, minimising the impact of road transport on the community, and reducing unfair competitive advantage through non-compliance. The Compliance and Enforcement Legislation (Chain of Responsibility), due to be implemented in 2014, will extend responsibility for the safe movement of freight by road to everyone involved in the transport process. We will run a major communications campaign to provide stakeholders with a comprehensive overview of their responsibilities under the new reforms.

### Industry Reform

We participate in various national reform initiatives which will play a major role in shaping the transport industry of the future, including:

- The National Heavy Vehicle Regulator (NHVR) commenced limited services in January 2013. During 2013, all States and Territories (except WA) are expected to pass enabling legislation that applies the Heavy Vehicle National Law in their jurisdiction. Our Government is committed to ensuring that the State's interests are protected and a thorough evaluation of the potential impacts on the State's finances, economy and transport will be conducted before it commits to this major reform. We are participating in the NHVR Project at all levels to ensure the State's position is understood.
- Heavy Vehicle Charging and Investment is a Council of Australian Governments' reform to improve the link between road use and investment by considering alternatives to the current fuel registration-based heavy vehicle charging regime.
- Performance Based Standards focuses on how well the vehicle behaves on the road, rather than how big and heavy the vehicle is. It allows industry additional opportunities to innovate, resulting in improved productivity for a given freight task, safer performance and the least possible effects on roads and bridges.

- Intelligent Access Program is a move towards self-regulation. It gives operators enhanced access to the road network in return for self-monitoring their compliance with access conditions using in-vehicle communications technology.

### Accredited Mass and Loading Scheme

We are at the forefront of developing an extra mass loading scheme, replacing the existing 20-year-old framework. Recommended by the Ministerial Heavy Vehicle Advisory Panel, the new Scheme will be rolled out in two stages. Stage One comprises the amalgamation of two existing extra mass schemes and development of a new Accreditation Module. Stage Two will consolidate and include more industry-specific mass schemes, including the Livestock Concessional Loading Scheme and the Import and Export Container Scheme. Underpinning the proposed arrangements will be a new Mass Management module aligned with WA Heavy Vehicle Accreditation. Prescriptive standards for ensuring and demonstrating compliance with mass and loading requirements are included in the provisions of the new *Road Traffic (Vehicles) Act 2012*, to be proclaimed in 2013.

### Planning and Technical Achievements

#### Monitoring the Bicycle Network

We play a key role in monitoring Perth cyclists and released the draft Western Australian Bicycle Network (WABN) Plan in March 2012. The development of the WABN Plan was assisted by data collected from 11 permanent cycle count sites located around the Perth CBD from 2008.

Data from these sites showed a 14% increase in cycle traffic between 2011 and 2012. Cycle count sites are now automated and operate continuously with data available within one week of collection.

The number of permanent count sites on the Perth bicycle network has doubled over the last 18 months to 24 sites, covering both recreational and commuter routes.

For more information on the WABN Plan, please visit this website.

#### IRIS Data Improvement Project

The Integrated Road Inventory System (IRIS) Improvement Project was initiated to review data management processes. This followed the commencement of the integrated service agreements as Regions resumed responsibility for updating and managing IRIS data.

There was a clear business need to ensure that effective data management processes were in place to undertake sound operational asset management. To drive this change into meaningful outcomes, the project focused on developing new, efficient and sustainable data management practices. The IRIS Assurance Framework is the cornerstone of the project and was developed for the ongoing monitoring and assessment of data management processes. It is encouraging to see the commitment of regions to the framework which ensures the sustainable integrity of corporate asset information.

#### ikeGPS

The ikeGPS is an all-in-one GPS enabled tool for field data pick up. This initiative allows the regions to streamline field capture of asset information. With the press of a button, the device uses an inbuilt laser to capture the coordinates of any object (accurate to one metre) from a distance of 300 metres. Customised menus can be deployed to the ikeGPS allowing users to control information collected for each asset type. Regions have used the ikeGPS for collecting signs, culverts, parking bays and surfacing information and have found it time saving and easy to use.



## Our Operational Performance: Road Management

### The Eelup Roundabout

With an internal diameter of 180 metres, the Eelup roundabout is the State's largest and is located at the entrance to the City of Bunbury where it connects four major roads including the main link between Perth and the South West. At 140 crashes per year, the intersection had one of the worst crash histories in the State. During peak periods and more particularly during holiday peaks, motorists experienced considerable delays. The upgrade of the roundabout saw the delivery of Western Australia's first ever fully signalled roundabout. This innovative traffic engineering solution was designed to address both safety and congestion issues. The outcome has surpassed expectations with current data showing a reduction in the crash rate by about 75%, and traffic flowing efficiently even at the busiest times.



## Looking ahead

- Develop a process to review traffic signal operation and co-ordination.
- Deploy Network Operation Plans and operational improvements for key congested road corridors.
- Provide a new ITS Control System for the Traffic Operations Centre.
- Implement an interactive training package to ensure Road Traffic Engineering graduates are exposed to the principles of road design and drainage.
- The new Chain of Responsibility legislation is due for implementation in 2014.

*Eelup Roundabout, Bunbury*



## Case Study

**\$105 m**  
CBD PLAN  
TO EASE  
CONGESTION

# Easing Congestion: Active Traffic Management

The \$105 million CBD Transport Plan includes a range of transport solutions to improve the operation of the CBD road network and address the challenge of Perth's rapidly increasing population over the next five years.

This will be the most significant transformation of the Perth CBD in decades and it will change the way traffic moves in the city.

One of the major initiatives of this plan includes providing almost \$48 million towards an Active Traffic Management (ATM) program to improve traffic flows within the Perth CBD. The ATM program includes a dedicated Incident Response Service (IRS) for the Northbridge Tunnel, Perth CBD and inner-city sections of the Mitchell and Kwinana Freeways. The IRS aims to provide drivers with an easier, smoother and more reliable journey by responding efficiently to incidents that impact on the flow of traffic.

Stage One of the IRS was first introduced in November 2012 and has assisted over 170 vehicles in the Northbridge Tunnel as well as clearing debris that posed a risk to drivers. The IRS fleet will continue expanding to include a new fleet of IRS vehicles that operate on Perth CBD roads and on the Mitchell and Kwinana Freeways between the Reid Highway and Roe Highway interchanges.

Other ATM initiatives in the Perth CBD area include the implementation of a towing service to help clear the blockages from illegal Clearway and No Stopping areas and installing additional CCTV cameras.

To support ATM initiatives, a series of new traffic maps have been made available on our website to help road users plan their journeys in and around the Perth CBD. The maps are updated weekly to display current road works and suggested alternative routes.

These projects help ensure the Perth CBD can accommodate major city development projects and a growing population while aiming to keep people moving as safely and efficiently as possible.

# Our Business Activities

This Section report on the various support services that are pivotal in the delivery of our projects and ongoing operations and management of the road network. It takes into consideration the management of environmental practices; shows how we have built good relationships with our customers and stakeholders; and details our efforts in the development of our employees, their capabilities and their safety, health and wellbeing. We constantly strive to ensure we improve our support services.

The various components that we are reporting on appear below:

Activity	Page Ref.
Environmental Management	60
Enhancing Relationships	66
Developing Capabilities	73
Safety, Health and Wellbeing	80





# Environmental Management

## Committed to Responsible Environment Stewardship

Our aims are to protect the environmental values of road reserves; minimise impacts on the natural environment, energy consumption and waste; and conserve natural resources.

## Key Performance Indicators

	2011	2012	2013	Ref
GRI Achievements	B (GRI checked)	B (GRI checked)	B (GRI checked)	162
Scope 1 and 2 Emissions (t CO <sub>2</sub> )	28,042	28,368	27,949	62
Electricity Usage (MJ)	108,319,936	112,238,856	109,300,643	62
Fuel Usage (MJ)	46,078,344	39,885,497	47,939,701	62
Gas Usage (MJ)	650,600	1,737,718	1,655,049	62
Area Cleared (ha)	279.7	111.6	256.4	61
Area Re-vegetated (ha)	358.3	116.1	239.2	61

*Note: Emissions calculated as per Department of Environment and Conservation requirements which align to the National Greenhouse and Energy Reporting Act 2007.*

# Environmental Management

### Introduction

We recognise that the management of the State road network involves a range of activities that have the potential to negatively impact Western Australia's unique environment.

Our approach to responsibly managing our road operations is to have an informed and committed workforce guided by policy and systems.

Further information can be found on our website.

Our Corporate policy establishes principles of environmental protection, impact minimisation and conservation of natural resources.

The Environmental Policy is implemented throughout the organisation via management systems and processes. Our Environmental Management System addresses all business activity that has environmental aspects and risks. The system defines responsibilities and competencies, procedures and standards, auditing and review. This year a comprehensive independent audit resulted in successful recertification of the system to the international standard ISO 14001:2004 Environmental Management Systems. Our environmental objectives are as follows:

- Implement a systems-based approach to environmental management
- Seek full compliance with all statutory environmental requirements
- Maintain or improve the biodiversity values of roadsides
- Minimise the impacts of noise associated with the road network
- Protect Aboriginal heritage values of road reserves
- Minimise the environmental impacts of materials used in road construction
- Maximise the efficiency of resources used by Main Roads
- Minimise impacts of roads on water quality.

### Key Achievements

#### Transport Portfolio Sustainability Policy

With the creation of the Transport Portfolio aiming to enhance the coordination of the State's transport system and harness the synergies of its three portfolio partners an opportunity exists to develop and deploy an integrated approach to sustainability.

A collaborative project between the Department of Transport, Public Transport Authority and Main Roads has begun delivering a Portfolio Sustainability Policy and action plan. It is expected the policy will be launched in early 2014. Further information can be found on our website.

#### Property Management

During the course of the year we have continued to design and deliver residential development with a minimum six star energy rating on the Nationwide House Energy Rating Scheme, and have recently completed installation of solar panels to a residential trial site. We have also implemented water efficient measures through the use of Water Efficiency Labelling and Standards scheme rated fittings to wet areas, and through the design and implementation of 'WaterWise' landscaping and irrigation.

From a commercial perspective, construction continues at Wedgefield on a new laboratory that incorporates solar passive design, insulated roof sheet, double skin insulated walls, efficient lighting, heating/cooling systems and a variety of other water and energy savings measures. Refurbishment of the second floor of the Don Aitken Centre was also completed during the course of the year. Every element of the fit-out was considered from an environmental perspective. Furnishings, materials and finishings were assessed against national and international ratings systems to ensure minimal carbon footprint, and contaminant releases to land, air and water. New LED lighting, lighting control systems and supplementary mechanical services systems were installed. These will return substantial energy saving that will be measured over the following 12 month cycle.

#### Environmental Management of Road Projects

Road planning and project development is subject to environmental impact assessment. Screening and preliminary assessment identifies where more detailed field studies are required. When impacts are likely to be significant, the project will then be referred to State or Commonwealth regulators for statutory approval.

# Recognition

## 2012 WA Environment Awards

- Winner 'Resource and Waste' – *Custom Composts with Main Roads WA; New Perth Bunbury Highway Soil Manufacture for Landscaping and Construction.*
- Finalist 'Biodiversity Conservation' – *Mandurah Entrance Road Project*
- Finalist 'Government Leading by Example' – *Mandurah Entrance Road Project*

The table below indicates the number of road projects and assessment types. There were three instances of non-compliance this year, all relating to the clearing of native vegetation, which are being addressed through compliance improvement actions. There were no penalties or financial sanctions relating to our operations.

Level of Environmental Assessment	2010	2011	2012
Number of road projects subjected to environmental screening	97	83	114
Number of road projects for which environmental impact assessment was conducted	60	44	82
Number of road projects referred for possible assessment under State or Commonwealth legislation	8	2	10
Number of road projects assessed under State or Commonwealth legislation	4	1	1
<b>Environmental Compliance</b>			
Number of environmental non-compliance instances	12	4	3

Results are only available in calendar year.

## Carbon Reduction Plan – Climate Change Adaptation and Mitigation

We have developed a Carbon Reduction Plan and Target which aims for 5-15% reduction on 2010 levels by 2020 for our Scope One and Two emissions and have finalised a Climate Change Adaptation Plan for our business. Some initiatives that Main Roads has undertaken include upgrading traffic signals with LED lanterns and replacing fluorescent tubes in the Northbridge Tunnel with LED tubes. Further details of the above initiatives and achievements that reduce our emissions and energy consumption can be found on our website.

### Energy Usage and Greenhouse Gas

Scope 1 or 2 and 3	2010-11	2011-12	2012-13
GHG Type (t CO <sub>2</sub> )			
Fuel	3,597	2,914	3,196
Street and Traffic Lights	22,894	23,400	23,031
Buildings	4,816	5,378	4,993
Air Travel	496	513	422
Fuel – Maintenance activities	n/a	n/a	5,402
Offsets	-1,753	-4,535	-1,792
<b>Total</b>	<b>30,050</b>	<b>27,670</b>	<b>35,252</b>

Scope 1 or 2 and 3	2010-11	2011-12	2012-13
GHG Category (t CO <sub>2</sub> )			
Scope 1	3,160	2,803	3,052
Scope 2	24,882	25,566	24,896
<i>Sub total</i>	<i>28,042</i>	<i>28,368</i>	<i>27,949</i>
Scope 3	3,761	3,836	9,096
Offsets	-1,753	-4,535	-1,792
<b>Total</b>	<b>30,050</b>	<b>27,670</b>	<b>35,252</b>

Note: 2013 fleet emissions yet to be offset.

The level of emissions is on target to achieve our 2020 goal. Our aim this year was for our Scope One and Two emissions not exceed 30,965 t CO<sub>2</sub> which was achieved with our calculated emission levels of 27,949 t CO<sub>2</sub>. The result is due to initiatives rolled out as part of the Carbon Reduction Plan and largely as a result of the continued roll-out of LED traffic signal lighting on the road network. Our focus for future reductions is from improvements to our street lighting.



### Aboriginal Heritage

Australia has a rich heritage of Aboriginal culture, with heritage sites occurring widely across the State. Our planning and development processes include identifying heritage sites and avoiding them wherever possible. Consultation with Aboriginal community representatives is an important step in understanding the extent and significance of heritage localities, particularly when they have not yet been thoroughly recorded. This year there were 10 formal heritage meetings.

### Conserving fuel

Main Roads is working together with the providers of our Integrated Service Arrangements (ISAs) to improve energy efficiency from maintenance activities. This ranges from on-the-job practice through to sustainability in procurement processes.

For example each ISA is asked to assess their purchase of new plant on a number of criteria including 20% weighting allocated to environmental. Criteria such as service intervals, fuel consumption, engine emission standards, bio-degradable oil and recyclable components are assessed.

Another example is the specification of all operational utilities include dual batteries so they switch off the vehicle and conserve fuel while still running the rotating beacons.

A reporting regime begun during the year with fuel consumption monitored monthly. Any fuel consumption that exceeds 20% of the predicted consumption is investigated. The reported fuel use during 2012-13 was almost 2.5 million litres. No reductions were able to be measured as there was no benchmark to compare against. We will aim to report fuel reductions from next year.

### Electric Vehicle Trial Completed

The WA Electric Vehicle (EV) Trial, initiated and managed by local company CO2Smart and in cooperation with the University of Western Australia (UWA)'s Renewable Energy Vehicle Project team, ran from November 2010 to December 2012. This trial was an Australian first and involved the conversion of 11 Ford Focus vehicles for use in Government and private industry light vehicle fleet.

We participated in the trial and gained experience in using the EV within our vehicle fleet and understood the impact of electric vehicles on the road network. Our involvement in the EV Trial has appeared in two television news stories and a number of newspaper reports. The WA EV Trial report has now been released as of June 2013 and is publicly available at <http://therevproject.com/trialreport.pdf>.

We intend to continue to support EV's as an initiative targeting transport energy security by maintaining EV's within our vehicle fleet where practical. We will continue to provide data for UWA's research purposes from all new EV's added to our fleet.

### Sustainability Evaluation in Major Projects

We have adopted the Infrastructure Sustainability (IS) rating tool for major projects valued at \$100 million and over. This tool is Australia's only comprehensive rating system for evaluating sustainability across design, construction and operation of infrastructure. Our commitment to the rating tool will see approximately two major projects undergo formal verification and evaluation under the Infrastructure Sustainability Council of Australia's rating scheme per year. An internal process for evaluating our other major projects for sustainability will be developed based on the IS rating tool.

Supporting schemes such as the IS rating tool directly links to our current approach to sustainability. We have participated in pilot trials during the development of the IS Rating Tool for infrastructure through two major projects. Further to the trials, we achieved a formal rating for the GEH project. For more information on our achievements on the GEH project, please refer to the case study on page 65. We have also registered the Gateway WA project to seek formal ratings. More information on the IS rating scheme can be found on our website.

### Resource Conservation

Our main objective in resource conservation is to minimise the environmental impacts of materials used in road construction. Natural materials are crucial in road building, so when obtaining road building materials we endeavour to avoid clearing natural vegetation, particularly high value vegetation. This is achieved through strategic materials searches and extracting material from previously cleared or degraded areas where possible.

## Our Business Activities: Environmental Management

The following table details the extent and type of materials extracted over the last three years:

### Materials Extracted

Indicator	2010	2011	2012
<b>Imported road construction materials</b>			
Sand (000s t)	842	735	482
Gravel (000s t)	89	1,161	1,013
Crushed rock (000s t)	109	254	2
Limestone (000s t)	320	144	173
Aggregate (000s t)	60	48	26
Asphalt (000s t)	68	83	52
Other (000s t)	159	387	169
<b>Kerbing, barriers, bridges and culverts</b>			
Concrete (cubic metres)	8,549	10,876	26,809
Other (000s t)	4.65	1.49	0.54

### Resources Recycled

Indicator	2010	2011	2012
<b>Waste materials to landfill</b>			
Kerbing (m)	10,591	3,640	9,779
Pavement/footpath (m <sup>2</sup> )	13,438	3,445	9,041
Existing seal (m <sup>2</sup> )	88,817	215,265	227,160
Unsuitable material (m <sup>3</sup> )	6,360	77,944	9,683
Other (m <sup>3</sup> )	10,060	8,943	767
<b>Recycled Materials</b>			
Total (000s t)	14.66	74.08	59.09

The non-homogenous nature of road projects and wide diversity of materials used across the State mean that it is not possible to make comparisons or draw trend analysis from one year to another.



Great Northern Highway realignment, Port Hedland

## Looking ahead

- Finalise development of a Sustainability Performance Framework.
- Continue deployment of a Carbon Reduction Plan and Climate Change Adaption Plan.
- Develop a Portfolio Sustainability Policy.
- Embed Infrastructure Sustainability framework requirements and roll-out within major projects.



## Case Study

### City East Alliance achieves Australian first

43%  
OF IMPORTED  
MATERIALS  
USED WERE  
RECYCLED

The Great Eastern Highway (GEH) Project, officially opened by the Prime Minister, has been verified to have achieved a commendable 'As Built' rating under the Infrastructure Sustainability Council of Australia's Infrastructure Sustainability rating scheme. Following on from participation in a pilot trial of the rating tool, the City East Alliance (CEA) team is proud to be the first project in Australia to achieve an 'As Built' rating under this new rating scheme.

The City East Alliance team is proud to be part of the first project in Australia to achieve an 'As Built' rating under the Infrastructure Sustainability rating scheme.

The Infrastructure Sustainability (IS) rating tool is Australia's only comprehensive rating system for evaluating sustainability across design, construction and operation of infrastructure. The IS scheme is effectively an independent sustainability auditing process which looks at both 'process' and 'outcome' to determine what extent an infrastructure project has sustainability embedded within it.

Working collaboratively in an Alliance provided an ideal platform for applying the technical requirements and specification reviews of innovations such as warm mix asphalt and crushed comingled recycled concrete sub-base and recycled asphalt pavement. More than a dozen sustainability initiatives were developed by the Alliance and implemented across the project in some capacity. Many of these initiatives involved reducing waste, reusing material

onsite, recycling waste and using recycled products. As a result, no potable water was used during construction and 43% of imported materials by weight were recycled.

The CEA team comprised of Main Roads working with Leighton Contractors, GHD and NRW Holdings. The \$280 million GEH upgrade involved widening a 4.2 kilometre section of road in Belmont and was delivered six months ahead of schedule. Prior to the upgrade, this stretch of road was operating beyond capacity with a crash rate almost twice that of the State average. To learn more about the Infrastructure Sustainability rating tool, refer to the Sustainability page on our website.



# Enhancing Relationships

## Providing the Right Roads for Our Community

We strive to make roads work for all road users in Western Australia by creating and sustaining an open, supportive and responsive organisation.

### Key Performance Indicators

	2011	2012	2013	Ref
% of our commitment to customer service delivery	89%	94%	93%	67
% satisfied with our overall performance	97%	95%	94%	68
% stakeholders satisfied with their interactions with Main Roads <sup>1</sup>	92%	N/A	94%	68

<sup>1</sup> The Stakeholder Satisfaction Survey is conducted biennially.

# Enhancing Relationships

### Introduction

Our aim is to form strong collaborative relationships based on mutual respect and benefit that lead to solutions and value creation for the community and our partners.

The Principles below form the foundation for enhancing our internal relationships and relationships with our stakeholders and partners:

- Engaging with the community and all partners
- Nurturing internal and external relationships
- Developing trust by delivering commitments, attaining win-win outcomes
- Responding proactively, especially advocating for public service
- Challenging the Status Quo by adopting *wisdom of crowd* approach allowing for emergence of new ideas
- Acknowledging everyone's contribution
- Ensuring the early involvement of key stakeholders
- Achieving our common goals in an environment that engages, informs and connects people
- Developing new relationships to explore new business opportunities.

### Key Achievements

#### Customer Service Strategy

We have a history of delivering excellent customer services supported by strategies such as Excellence in Roads. This strategy aligned operational customer service outcomes to internationally recognised standards thereby providing excellence in front line customer service strategy.

Our new Customer Service Strategy is aimed at the delivery of excellent services to our customers and focuses on building on our operational strengths to achieve road user outcomes. Our new strategy supports our new Strategic Plan, 'Towards 2020', with a strong focus on understanding our customers and their needs. In addition, the new strategy focusses on using technology to improve communication and information delivery and the foster a customer centric culture.

#### Customer Charter Index

The commitments in the Customer Service Charter are measured by the Customer Charter Index (CCI). The index incorporates a range of measures to deliver our commitments to our customers. We report our performance against these measures quarterly on our website. As we improve processes and technology across the organisation, these measures will evolve to reflect customer needs and to challenge us. The overall result is 93.4% against a target of 100%.

#### Community Perception Survey

The Community Perception Survey (CPS) has been conducted annually for 18 years to track Main Roads performance on a range of issues such as road safety, cycling and pedestrian facilities and maintenance of the road network.

In 2012, we also started capturing information on what type of issues are priorities for the Western Australia community enabling us to more clearly align the results of the CPS to our business planning cycle and focus our efforts on improving priority areas.



## Our Business Activities: Enhancing Relationships

The 2013 CPS was conducted in April and results were reported to Corporate Executive. The following are some highlights of the indicators that were measured:

Satisfaction with	2011	2012	2013
Our overall performance	97%	95%	94%
Road Safety	95%	92%	94%
Providing cycle ways & pedestrian facilities	90%	76%	83%
Road maintenance	94%	90%	84%

Some key points from the 2013 survey report identified that metropolitan road users are concerned with traffic congestion and want easy access to real time traffic information to help plan their journeys or make changes en route. Regional road users are concerned about safety when driving on our roads and the impact that heavy vehicles have on the quality of roads.

As explored elsewhere in this report, we have seen increasing pressure on the services we provide as our population grows and our urban environment continues to change. As we have addressed some of these issues, many infrastructure projects and road improvement initiatives implemented have impacted road users during the last 12 months and caused disruptions to their journeys. This may have been a contributing factor in this year's CPS outcome with the slight downward trend in satisfaction.

### Stakeholder Satisfaction Survey

The biennial Stakeholder Satisfaction Survey was conducted in May 2013 with the overall objective being to gauge the satisfaction of stakeholders with their interactions and business dealings with Main Roads. Results of the survey were reported to Corporate Executive and assisted us in prioritising areas for the development of strategic initiatives or interventions to improve our relationships with stakeholders.

The survey was completed by 318 primary stakeholders; an increase of almost 20% from the 2011 survey. More than 2,200 comments were received which included expressions of dissatisfaction, compliments and suggestions for improvement. All comments have been analysed along with the results of the survey and a list of improvement actions put into place.

It was pleasing to see that 94% of our stakeholders consider our interactions to be okay, good or excellent which is slightly higher than the 92% satisfaction achieved in 2011.

Perceptions of our performance on key attributes is positive with between 55% and 88% of stakeholders rating service interactions as good or excellent, 15 of the 26 attributes measured scored 70% or better.

The top five service attributes showing our strongest performance were:

- Responding to your queries in a professional and friendly manner
- The quality of telephone communication
- Providing information that is clear and easy to understand
- The overall ease of doing business with Main Roads (the highest driver of overall satisfaction)
- The quality of face-to-face communication.

### Customer Feedback

As an organisation, we use customer feedback to improve our business practices. There are a number of ways customers can provide us with feedback and these can be found on our website. Our new website now enables customers to provide feedback using an online form.

To ensure all employees have the appropriate skills in capturing and actioning customer feedback, a 'customer service' section is now included for all new employees during their induction. This complements our online training in complaints handling and the deliverables in the customer service charter.

We analyse and report monthly to Corporate Executive on complaint trends and customer interactions. The closed loop reporting cycle introduced in 2011 allows the Business Improvement Committee to monitor improvements in customer outcomes as a result of targeted activities around high trending complaints and the actions taken to eliminate or reduce these complaints.

## Our Business Activities: Enhancing Relationships

The following shows the types of feedback that we received:

Feedback Type	2012	2013
Complaints	1,783	2,789
Compliments	154	218
Customer Requests	336	456
Business Improvements	100	55

This table shows the top five areas of complaints:

Category of Complaints	2012 (%)	2013 (%)
Traffic Signals	12	10
Planning Issues	10	9
Safety Issues	9	9
Road Works	6	7
Road Condition/Quality	6	7

For more information on our Complaints Handling Process, please refer to our Governance section, page 101.

### Online Services

Demand for provision of information on our website continues to grow rapidly with many customers indicating a preference for self service options. Our website underwent a redesign in April 2013 to improve the communication of traffic incidents on the network. Planning has commenced for a project to review the full website and create enhanced customer friendly content and navigation by 2015. We continue to research new channels of communication to continue improving the way we communicate with road users.

### Twitter

Twitter is a highly successful method of communication for the delivery of incident and traffic information on our road network. We have a following, which to our knowledge is unmatched by any other road agency in Australia. As at the 30th June 2013, the Perth metropolitan Twitter account now has more than 17,000 followers. The WA Roads Twitter account, which provides regional traffic information, has experienced a steady growth, with this account now having almost 3,000 followers. On average, we tweet 475 times per month.

### YouTube

To help our customers gain a greater understanding and awareness of significant changes to our services and network, we now have a You Tube channel. As at the end of June 2013, there are 11 videos to view, which have received more than 8,200 views. This is a new channel of communication that we will continue to explore.

### Customer Service Advisory Council

Established in 2006, the Customer Service Advisory Council has supported our improvement in service delivery and challenged us to extend and broaden our thinking in our operations, projects and strategic planning. The Council challenges our various business areas to improve customer outcomes.

During the year, the Council provided feedback and direction on:

- Improvements to how we publish information on our 'Roadside Amenities and Rest Areas'
- The CBD Congestion Strategy (including communications)
- The Incident Response Service in the Northbridge Tunnel
- The upgrading of the Northbridge Tunnel to three lanes in each direction and the widening of the Mitchell Freeway northbound from the City to Powis Street.

The Council is independently chaired by Edd Black, Principal of Huntingdale Primary School and has community and industry members representing our diverse road users.

### Customer Information Centre

The Customer Information Centre (CIC) provides a 24 hour, seven days a week service to the community. It provides information using a range of communication tools catering for diverse community needs across the State.

The CIC plays an important role in State-wide incident management providing timely and pertinent information to the public and stakeholders. Cyclones, bushfires, storms and major incidents kept the CIC team busy this year assisting communities and road users in affected areas across the State.

## Our Business Activities: Enhancing Relationships

Emails continue to be a major channel of choice by customer with the CIC responding to an average of 1,700 emails per month. All emails are responded to within 24 hours of receipt with 80% of email queries being answered on first reply.

Customer Contact Statistics	2011	2012	2013	Variance
Telephone Calls	239,782	208,140	150,234	-57,906*
Email Enquires	16,014	18,104	20,612	+2,508
Perth Twitter followers	3,670	10,516	17,099	+6,583
Perth Tweets	2,155	6,266	5,098	-1,168
WA Roads Twitter Followers	N/A	748	2,750	+2,002
WA Roads Tweets	N/A	324	619	+295

\*HVO Helpdesk commenced service in November 2012.

Calls and emails are analysed monthly to identify why people call and email us. The results are used to improve information and services for customers by targeted improvements in online services, process improvements and the elimination of barriers to customer outcomes.

### Disability Access and Inclusion Plan

Main Roads revised Disability Access and Inclusion Plan (DAIP) was launched in 2012 and is valid to 2016. The Plan's main objective is achieving the State Government's vision for a better quality of life for all Western Australians. The DAIP recognises that people with disabilities, their families and carers have the same rights to access our services and employment opportunities as any other member of the community. The Plan adds further emphasis to the significant progress that we have already made in addressing the needs of people with disabilities since its inception in 1995. The DAIP's framework outlines a suite of strategies to enable us to achieve seven outcomes during the five year life of the plan. Our progress on each is reported to the Disability Services Commission annually. The following table details these outcomes and the number of strategies that were planned and, completed as well as those progressed by contractors.

Outcome	Number of strategies planned <i>(Strategies planned, whether implemented or not)</i>	Number of strategies completed <i>(Strategies that were completed, including on-going strategies)</i>	Number of strategies progressed through contractors <i>(Strategies implemented by contractors, not the number of contractors)</i>
<b>Outcome 1:</b> Have the same opportunity as other people to access the services of, and any events organised by Main Roads.	5	5	3
<b>Outcome 2:</b> Have the same opportunity as other people to access the buildings and other facilities of Main Roads.	7	5	3
<b>Outcome 3:</b> Should receive information from Main Roads in a format that will enable them to access the information as readily as other people are able to access it.	6	3	0
<b>Outcome 4:</b> Should receive the same level and quality of service from the staff of Main Roads as other people receive.	6	3	1
<b>Outcome 5:</b> Have the same opportunities as other people to make complaints to Main Roads.	1	1	0
<b>Outcome 6:</b> Have the same opportunities as other people to participate in any public consultation by Main Roads.	6	6	2
<b>Outcome 7:</b> Have the same opportunities as other people to access employment at Main Roads.	1	1	0

A copy of the current DAIP can be found on our website.

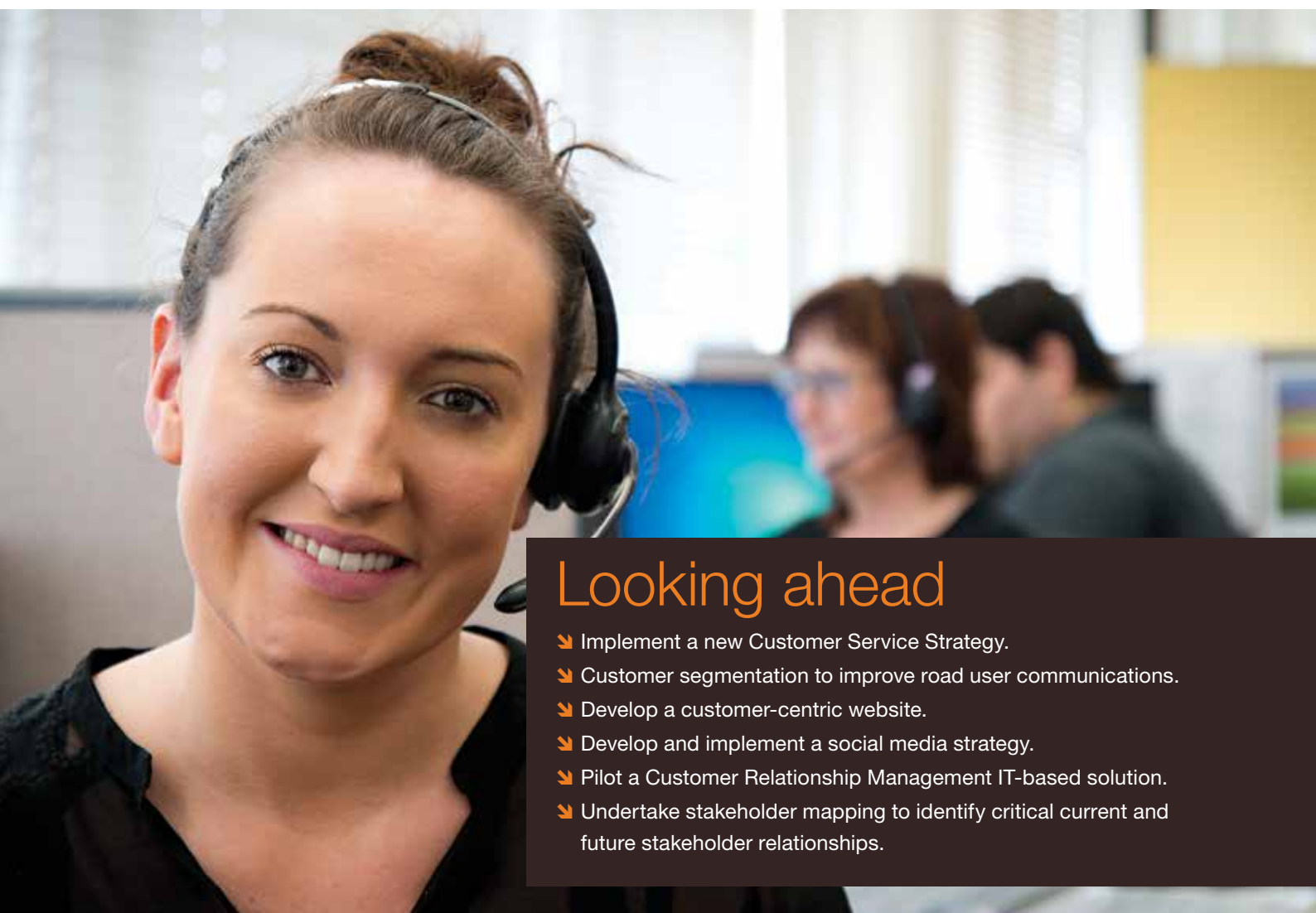


## Our Business Activities: Enhancing Relationships

### Advisory Groups

To ensure that our operations are open, accountable, fair and flexible, we collaborate with a wide range of customers and stakeholders who provide essential input to operational aspects of our business. The table below lists the various advisory groups that we have and frequency of our meetings with them.

Advisory Group	Meeting Frequency per Annum
Customer Service Advisory Council	4
Cycling and Pedestrian Advisory Group	3
Disability Advisory Group	12
Environmental Advisory Group	2
Western Australian Road Construction and Maintenance Industry Advisory Group	4
State Road Funds to Local Government Advisory Committee	3
Traffic Management for Works on Roads Advisory Group	4
Traffic Management for Events Advisory Group	4



## Looking ahead

- Implement a new Customer Service Strategy.
- Customer segmentation to improve road user communications.
- Develop a customer-centric website.
- Develop and implement a social media strategy.
- Pilot a Customer Relationship Management IT-based solution.
- Undertake stakeholder mapping to identify critical current and future stakeholder relationships.



# Case Study

**\$315 m**  
COMMITTED TO THE  
COMMUNITY'S  
PREFERRED  
OPTION

## Empowering the Community in Investment Decision Making

An initiative of the Transport Minister, Troy Buswell, saw the establishment of leadership forums in the form of Community Working Groups (CWG) for various major infrastructure projects. Implemented in March 2012, and based on a community engagement model, now directly involves the community in the decision process for investment planning.

“The options recommended by the CWG in this comprehensive document will provide guidance about the timing of future extensions of the Mitchell Freeway and will be progressed to the maximum extent possible in the next term of Government.” –  
Hon. Troy Buswell,  
Transport Minister WA)

CWGs have been established for projects such as the Mitchell Freeway Extension, Tonkin Highway Extension, and Mandurah Bridge Redevelopment. Members of these working groups include key stakeholders across State and Local Government, industry representatives, and the community. Main Roads provides executive support and technical expertise in collaboration with Local Government and is pivotal to the engagement process.

Under the Terms of Reference established by the Minister, the CWG's role is to assist the Government to better understand what the local community sees as priorities in achieving the right transport solution. Working groups are asked to submit a set of recommendations to the Minister as part of a strategic business case developed under the leadership of the group. This leadership is in the form of an appointed executive team and chaired by a local community champion. Their role is to build collaboration with the Local Governments to ensure the process best reflects the needs of the local community.

To date the process has been successful with the Transport Minister committing \$315 million towards the community's preferred option for the Mitchell Freeway Extension, as well as making \$40 million available towards the community's preferred option for the Mandurah Bridge replacement. Additionally, the business case for the extension of Tonkin Highway has been made a priority by the Government.



# Developing Capabilities

## Creating a Workforce for the Future

Not only do we seek opportunities to develop our present day workforce, but we also work towards 'creating our workforce for the future' as we believe our people can and do make a significant difference in the community.

## Key Performance Indicators

	2011	2012	2013	Ref
Women in Leadership (Level 5 & Specified Callings Level 2 and above)	88	101	109	75
Total Employee Retention Rate %	93%	92%	95%	13

# Developing Capabilities

## Introduction

The 'Creating Our Workforce for the Future' strategy is the key to creating an organisation where people embrace and accept those who aspire to bring innovative ideas, skills and perspectives to work. This strategy expands on one of the key areas of focus from our current Strategic Plan. It aims to ensure that the right people are attracted and retained to address future skill and competency needs that will sustain us into the future. Throughout the year, work continued on implementing a range of innovative, leading edge initiatives aimed at creating a workforce for the future based on a philosophy that our people are the key to a competitive edge.

## Recognition

### 2012 Australian Human Resources Institute Awards

- Finalist 'Dave Ulrich HR Leader, Business with less than 5000 employees' – *John Taya, Executive Director Organisational Development*

### 2012 Australian HR Awards

- Finalist 'Employer of Choice (Public Sector and NFP)'
- Finalist 'Best HR Strategic Plan'

### Australian Institute of Management

- Finalist 'WA Employer of the Year 2012'

### Austrroads Awards

- Winner 'Austrroads Medal' – *Menno Henneveld, Managing Director*

### 2012 WA Engineering Individual Awards

- Winner 'Professional Engineer of the Year' – *Menno Henneveld, Managing Director*

### 2012 IPAA Achievement Awards

- Finalist 'Murdoch University Leader of the Year Working in State or Federal Government' – *John Taya, Executive Director Organisational Development*

### 2012 WA Training Awards

- Winner 'Employer of the Year 2012'

### 2012 WA Transport & Logistics Awards

- Winner 'Innovation Award' – *2012 UWA Engineering Practice Unit*
- High Commendation 'Innovation Award' – *Better Business Project*
- Finalist 'Young Professional of the Year' – *Yaqoob Siddiqui*

## Promoting Diversity and Equal Opportunity

We strive to create a rich and diverse workforce. There is strong emphasis on promoting equality to ensure our workplace is free from harassment and discrimination and that all employees have equal access to training, progression and promotion.

Our Diversity Committee continued its focus on Women in Management, Equal Employment Opportunity and deployment of our Reconciliation Action Plan.

## Our Business Activities: Developing Capabilities

The following is an update on some key achievements in this area.



*Dr Donna Cross (2nd from left) with Executive Director Organisational Development, John Taya and Women in Management team.*

### Women in Leadership

Once again, we continued our focus on improving our female representation at senior levels.

The Diversity Committee continued to support the implementation of our 'Women in Management' (WiM) Action Plan which aims to attract, retain and develop women across the organisation, particularly in the technical and professional areas. It encourages women to apply for acting, developmental and promotional opportunities.

Since its implementation in March 2011, the representation of women in the workforce has improved. As at June 2013, 29% of our workforce was women with 33% of our permanent female employees in Level 5 and above positions, and 34% of all acting opportunities being filled by women.

Continuing our efforts with our WiM Action Plan, we have:

- Provided professional development opportunities for our women through short lunchtime 'Making of Me' workshops, lunchbox presentations from successful women in a broad range of industries and occupations, and participation in leadership development programs.
- Continued our Professional Women's Speakers Series, targeting successful professional women to speak about their 'Road to Success'.

Two key speakers, Alannah MacTiernan, the Mayor of the City of Vincent and former Minister for Planning and Infrastructure (including Transport), and Dr Donna Cross, WA Australian of the Year 2013 were invited to share their stories with us this year.

- Launched a second mentoring program for Heavy Vehicle Operations (HVO) employees. Originally an initiative for women only, it has now opened up to all HVO and Road Network Services Directorate employees, creating 27 partnerships using senior managers in Main Roads and the Department of Transport as mentors.
- Promoted our flexible working arrangements in external job advertisements and encouraged women and people with diverse backgrounds to apply.

### Reconciliation Action Plan

Our second Reconciliation Action Plan was finalised and endorsed by Reconciliation Australia in September 2012 and can be found on both our website and Reconciliation Australia's website. Our Plan is a formalised commitment to a number of successful initiatives. One major focus is on increasing traineeships within the organisation to provide opportunities for Aboriginal youth.

One of the initiatives includes introducing cultural awareness workshops titled – 'Engaging and Partnering with Indigenous People' to increase employees' awareness of Aboriginal culture. We hope that this will assist in developing more inclusive and culturally sensitive communication and relationships with Aboriginal colleagues, clients and stakeholders.

### Harmony Week

'A Taste of Harmony' celebrates diversity in Australian workplaces by encouraging colleagues to share food and stories from different cultural backgrounds. Harmony Week allows us to celebrate the vibrant cultures, races and religions that make up Main Roads. All Directorates and Regional offices held morning tea or lunch events with participants bringing in a dish that celebrates their cultural heritage; discussing interesting aspects of other's heritage and generally sharing new information about each other. This has become a highly popular annual event.

## Our Business Activities: Developing Capabilities

### The ROADS Foundation

The ROADS Foundation addresses the growing need to promote the value and benefits of training and skills development within the civil construction industry. The Foundation supports creating a training culture within our industry, provides learning and development opportunities for young people from regional areas and marginalised backgrounds and, advocates for a sustainable civil construction workforce.

Since its inception, The ROADS Foundation has successfully assisted and supported 192 young people in civil construction traineeships through 12 road construction contractors/alliances, 17 Local Governments' and across all Main Roads' regional offices.

In the past 12 months The ROADS Foundation has begun supporting an additional eight existing worker trainees and has placed 20 new trainees within DownerMouchel, Abigroup, Leighton Contractors and in the Shires of Carnarvon, Dundas and Trayning as well as in our own organisation.

The ROADS Foundation congratulates the 31 trainees who successfully completed their traineeships last year and continues to support its 61 trainees across the State.

Through the establishment of a new strategic plan for the next three years, The ROADS Foundation will be focusing on developing strong people-focused services to prepare individuals for employment. To learn more, visit their webpage at <http://www.roadsfoundation.com.au/>.

### Family Day

Family Day promotes a healthy work-life balance while recognising all contributions to the organisation. Each Directorate and Region puts together a display for visiting family and friends outlining past achievements and current projects as well as new and upcoming projects and events. The day demonstrates the critical role our families play in our success and the value we place on this.

### Giving back to the Community

Throughout the year, we support a number of charities including the Starlight Children's Foundation Australia, SIDS and Kids WA and Cancer Council WA to name a few. This complements other initiatives including our 'workplace giving program' which enables staff to donate to selected charities throughout the year.

When the team from the Customer Information Centre (CIC) decided to do a team building exercise, they

wanted to do something a bit different. They elected to participate in a charity event that would not only help to build a stronger team, but also give something back to the community. The CIC visited Ronald McDonald House in Subiaco to help out with some Christmas presents and festive cheer on behalf of Main Roads. This is a great example of our 'family' values' in action.

## Attraction and Retention

### Workforce Planning

The workforce planning that we have undertaken has once again placed us in a sound position to, forecast and position the strategies needed to appropriately resource the organisation.

We use a comprehensive workforce planning program that revolves around the annual 'Workforce Planning Cycle' to determine a five-year forecast focusing on:

- A profile and scan of the current workforce
- Succession management
- Knowledge management
- Future resource needs
- Environmental factors
- Development employees.

Through the Cycle, we have developed a functional and innovative approach to workforce planning which attracts a higher level of participation from branch managers and supports forecasting for the future, knowledge management, capability and development employee programs in line with our strategic direction.

We also share information with other agencies throughout the year on how we involve our business through this approach. With the establishment of the Transport Portfolio, we have also taken the opportunity to work together with our Portfolio partners and recently embraced a leadership role to integrate workforce planning and build capability across the Transport Portfolio.

### Recruitment

Over the past 12 months we advertised 91 positions, receiving 1,653 applications.

Calendar Year	2011	2012	2013
Positions advertised	45	128	91
Applications received	649	1,898	1,653
Average applications per advertised position	14.3	14.8	18.1

The increase in average applications rates reflects the changing economic environment in Western Australia.



## Developing Our Employees

### Development Employee Leadership

We actively promote the development of our next generation workforce through our Development Employee Graduate and Leadership Program. This program enables graduates to develop their skills while professionally enhancing and building their careers in a practical environment.

Our graduates receive valuable experience on the program through diverse rotations, mentoring, and continued alignment with the Engineers Australia Professional Development program. The formal training component requires participants to undertake a Diploma of Management including a practical workplace project. Our seventh group of participants has successfully completed the program while the eighth group is now partway through. A new contract was recently awarded to deliver the program for a further three groups over the next five years.

### Project Management Development

A second cohort completed this innovative program aimed at developing and improving their competencies in the project management discipline. This program is targeted at employees working in business-related areas or on non-infrastructure projects. During 2012-13, 14 employees were awarded the nationally recognised Diploma in Project Management.

### Senior Manager Development

In the fourth quarter of the year, we offered two new leadership programs designed to give our senior leaders the tools required to meet the leadership and strategy needs of our new 2020 strategy. A total of 50 places were allocated in this new program and are scheduled to begin in July 2013.

### TechXchange

This program is an initiative that has been running successfully since 2005. The one-hour, monthly forum provides an opportunity for technical experts to share their knowledge and experience with other employees and technical partners. The sessions are designed to benefit all staff and stakeholders looking to improve their technical skills and network with our technical experts.

TechXchange has a distribution list of approximately 700 employees and over 400 external people that either attended or have presented at the TechXchange forum. Each session on average attracts around 90 people, with some Special TechXchange presentations attracting an audience in excess of 300 people.

### Lunch and Learn Seminars

Our Learning and Development Branch has continued to run 'Lunch and Learn' sessions. Designed to broaden employees' thinking and encourage creativity, these workshops complement key components of our leadership framework and include strategy, innovation, leadership and values. Each 45 minute session allowed employees to leave the sessions with useful tips and tools to apply to their own working life. Presentations were by experienced training and leadership development providers and included kits designed to engage leadership, management, creativity and innovation.

## Our Business Activities: Developing Capabilities

### Competency Development

Almost 50% of our workforce has fewer than 10 years' work experience with Main Roads; there is therefore a critical need to expedite the competency development of our younger employees who will be our workforce of the future.

The new Competency Development System is a competency-based approach for identifying and targeting the development of leadership and technical competencies of our workforce. This system focuses on the operational and career development needs of our employees. It supports our workforce planning, succession planning, knowledge management and learning and development strategies through our individual performance management and development process.

### Inspiring Innovation

We strive to create and foster an environment where innovative thinking is encouraged, recognised and rewarded.

The approach taken with the 2020 strategic planning is in itself an example of innovation at Main Roads.

The use of Catalyst Teams to progress the development of 2020 and create the objectives, success factors and initiatives for the five key areas of focus is an innovation in strategic planning which has been highly successful. For more information, please refer to the Case Study in this section on page 79.

The winners of the 2012 Commissioner's Excellence Award for Innovation were David Landmark, Lou Palandri and Dennis Clarke for their work on the Eelup project in Bunbury. The Eelup Rotary was converted into a signalised roundabout, a first in Western Australia. To read more about this project, please refer to the Road Management section, page 57.

### Research and Development

A Research and Development Framework has been developed that looks at the overall coordination and measurement of research and development in across the organisation. This new Framework consists of four elements: driving and encouraging research and development; communication and engagement of research and development; reporting and tracking research and development; and measuring and evaluating research and development.

Work in the next financial year will look at the initiatives and activities that sit under each element.

## Looking ahead

- Creating a focus on a 'Culture of Innovation'.
- Developing career progression through competency-based programs.
- Developing ways to capture and measure enhanced productivity.
- Developing and consolidating communication and engagement strategies.





## Case Study

**2020**  
IS ABOUT HAVING  
CONFIDENCE  
TO TACKLE NEW  
CHALLENGES

# Using Catalyst Teams to develop our Strategic Framework

During the year, we sought out innovative ways to engage a broad cross section of staff in the development of our 2020 Strategic Framework. We created three Catalyst Teams, which were groups of individuals whose objective was to increase the integrity and completeness of the 2020 Strategic Framework. Essentially, they acted as catalysts by challenging existing material, brainstorming possible alternatives, and creating new and different products.

The Catalyst Teams were tasked with two key deliverables:

- To pursue innovative and different ways to achieve identified Key Areas of Focus by reviewing the work already undertaken to test the robustness and completeness of that material.
- To consider the 'Enablers' of Leadership, Innovation, Sustainability and Productivity and identify the attributes and features of each. Then clarify the values, mindsets, principles, beliefs and resources for each Area of Focus which will be required to positively influence the organisation through to 2020.

This approach helped to develop and maintain strong collaborative relationships between subject matter experts across the organisation.

Each Area of Focus is strengthened by the fact that they were developed by Catalyst Teams through collaboration across all levels of the organisation.

It also provided an outcomes-focused approach for the Catalyst Teams and allowed for flexibility in the process so that they could achieve required outcomes. It gave team members space to think and act strategically, learning from past strategic frameworks but without constraining team members. It created opportunities for members to build relationships with our Executive Directors and encouraged innovative ways to achieve required outcomes. This included a blend of workshops, Skype communications, blogs, emails, working sessions and phone hook-ups.

Our new Strategic Plan and the five areas of focus developed by the Catalyst Teams will be launched in August 2013. To see more information about the 2020 Strategic Framework, please visit our website.



# Safety, Health & Wellbeing

## Think Safe, Work Safe, Home Safe, Drive Safe, Live Safe

The safety, health and wellbeing of our people is essential to the success and sustainability of our business developing such a culture relies on active systems and processes being in place. It involves a commitment to safety by 'living' the ideals in our day to day behaviours.

### Key Performance Indicators

Indicators	2012 Actual	2013 Target	2013 Actual	Result	Ref
Fatalities	0	0	0	✓	83
Frequency Rate	2	0 or 10% reduction	2	✓	83
Incidence Rate	0.36	0 or 10% reduction	0.36	✓	83
Severity Rate	0.0	0 or 10% reduction	0.08	✗	83

1. Frequency rate is (the number of LTI/Ds over the previous 12 months)\*1,000,000 divided by the number of hours worked during that 12 month period.

2. Incidence rate is (the number of LTI/Ds divided by the number of employees)\*100.

3. Severity rate is (the number of LTI/Ds that resulted in 60 days or more lost divided by the total number of LTI/Ds)\*100

# Safety, Health & Wellbeing



Managing Director, Steve Troughton launches the Safety Commitment initiative with the Corporate Executive.

## Introduction

Our corporate safety slogan 'Think Safe – Work Safe – Home Safe' was expanded in 2012 to include 'Drive Safe – Live Safe'. This expansion of our safety ethos illustrates the emphasis we place on behavioural safety, safe work practices and ongoing health, and lifestyle education to support the wellbeing of our people within the workplace, in their homes, and in the wider community.

## Key Achievements

### Our Commitment and Engagement

We are committed to providing a safe and healthy work environment for its people that is supported by strong collaborative relationships and demonstrative leadership at all levels of the organisation.

The Safety Health and Wellbeing Management System is a multi-layered committee structure at the Corporate, Directorate and Regional levels. Its management plans are based on corporate initiatives, local issues and consultation, ensuring that we are aware of our risks and can manage them effectively. Our committees comprise of executives, senior management, employees and elected safety and health representatives. Regular communication is circulated to the organisation through a Safety Health and Wellbeing (SHW) communique that allows all staff to be informed of corporate SHW matters and upcoming events.

We take the position that safety is everyone's responsibility and as such encourage a proactive safety culture through participation. All Corporate policies and procedures are reviewed and made available to staff for comment. In some circumstances, working groups have been established to represent staff from all areas of the organisation to allow for consultation.

Initiatives and feedback from the working groups are referred directly to the Corporate SHW Committee for consideration.

An initiative that arose from the SHW communication working group in 2012 was the Safety Commitment Poster and Card. The initiative invited all staff to sign a commitment poster and carry a commitment card that served as a visible reminder not to compromise on safety. This concept not only demonstrated leadership commitment but also allowed individual employees to commit to ensuring their own safety and that of their colleagues. In order to promote a positive safety culture and demonstrate commitment to safety at the highest level of the business, Corporate Executive members were the first to sign and display their safety commitment poster.

### Safe Work Week 2012

As in previous years, we proudly participated in Safe Work Week activities in 2012. Our corporate focus is not just on promoting safety but also provides access to a wide range of health and wellbeing initiatives and information. As part of the 2012 Safe Work Week activities, a permanent resource centre was launched within our head office allowing staff to access a wide range of health and wellbeing related information.

The weeklong event included presentations on the topics of 'Lifestyle and Cancer'; 'Secret Men's Business'; 'De-mystifying Mental Health'; and 'Suicide Awareness and Prevention'.

**Corporate SHW Management Systems Training**

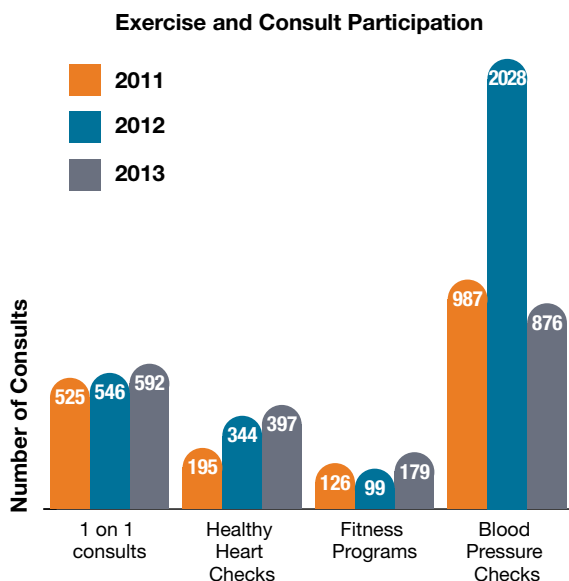
Formally known as 'OSH for Line Managers', this is a tailored one-day intensive training course that is mandatory for all managers. The course contains five modules including 'Safety Law'; 'Safety Management Systems'; 'Hazard Management'; 'Incident and Injury Management'; and 'Safety Leadership, Culture, Communication and Consultation'.

The objectives of the course are to make line managers aware of their legal responsibilities and of potential exposures to legal risk that could impact the organisation. The course also aims to provide managers with SHW management skills enabling them to implement the SHW management systems in their area of responsibility and to effectively carry out their SHW responsibilities. As it is mandatory, all managers must also undergo refresher training every five years.

**Taking Proactive Safety, Health and Wellbeing Preventative Measures**

At Main Roads we take a proactive approach to helping our people manage their health and wellbeing and as such we continue to expand upon our health and wellbeing program.

The graph below shows the participation of our employees in various initiatives offered by the Health and Wellbeing service provider.



# Recognition

**2012 IPAA Achievement Awards:**

- Finalist 'Department of Health Best Practice in Health and Wellbeing'

**2012 IPAA Lonnie Awards:**

- Joint Award led by Department of Commerce for Occupational Safety, Health and Injury Management – 2012 Annual Report

Wellbeing workshops continue to be rolled out across the organisation based on overwhelmingly positive feedback from employees. The workshops are designed to provide employees with the skills and motivation to better manage anticipated changes and additional pressures felt through changes in their personal and professional environments. The workshops have been well attended by employees and we are now working towards adapting these workshops to e-Learning.

Main Roads' corporate health and wellbeing calendar once again gave employees the opportunity to participate in community charity events such as the City to Surf, Freeway Bike Hike, Great Bike Ride, HBF Run for a Reason and various State Government-endorsed Corporate Cup activities. Our corporate calendar also notes dates for national awareness campaigns such as 'R U OK' Day, Biggest Morning Tea and Stroke Week. We encourage staff to take part in organised activities to raise funds for such charities or to participate in presentations or activities that will assist the organisation to raise awareness and promote healthy behaviours or interventions.

Our health and wellbeing program service provider continues to educate staff in the use of the online wellness tracker which enables them to track and measure their own progress towards improving their health and wellbeing. This tool has become popular with employees who use it to record their exercise regimes, weight, BMI, glucose and blood pressure levels. Flu vaccinations, skin cancer screenings and healthy heart checks were once again offered to employees, with a total of 543 employees participating across all three programs.

## Our Business Activities: Safety, Health & Wellbeing

In addition to the resource centre now available for accessing health and wellbeing related information, we continue providing a confidential Employee Assistance Program. This is an organisation-funded counselling service which provides support to employees who may be experiencing problems, affecting their job performance or personal lives.

As a preventative initiative, ergonomic assessor training was offered to selected staff to enable them to provide brief assessments and make informed workstation adjustments for staff in their work areas.

### Third Party and Work Safe Plan Certification

In May 2013, our Occupational Safety and Health Management System was assessed and recommended for re-certification to AS/NZS 4801 which is the Australian and New Zealand Standard for Safety Management Systems. Corporately, we proudly maintain our WorkSafe Plan – Gold Certification.

### One Life Pledge

In 2012, we became a pledge partner in support of the State Government's 'One Life Suicide Prevention Strategy'. As a 'Silver' pledge partner, we are committed to distributing suicide prevention awareness and stigma reducing messages to all staff to coincide with World Suicide Prevention Day and 'R U OK' Day. Furthermore, relevant members of the workforce have been trained in Mental Health First Aid and Suicide prevention to ensure that our 'One Life Champions' within the workplace can act as an initial support person to fellow employees.

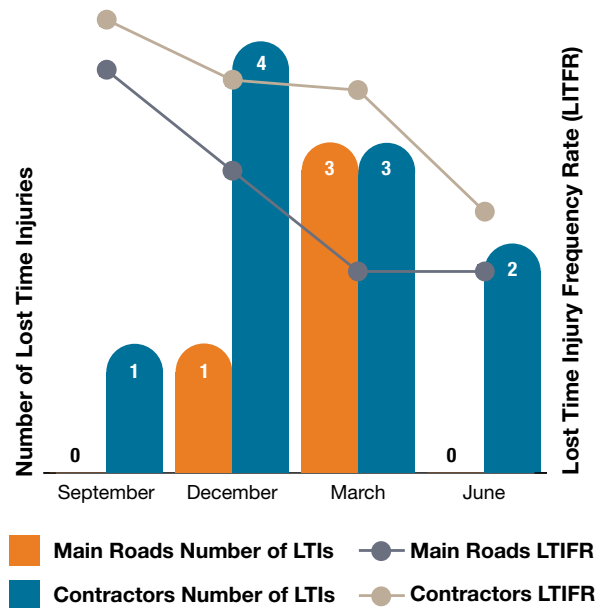
### Performance Review

Our reporting processes focus on a combination of lag and lead indicators to capture the outcomes of incidents and identify the proactive behaviours that our employees engage in to determine and manage hazards in the workplace. Some of these indicators include hazards reported, close-out of these hazards, attendance at SHW committee and toolbox meetings, induction of new staff, and undertaking workplace inspections.

### Lost Time Injuries

Lost Time Injury/Day (LTI/D) is defined as an injury or disease that results in the affected employee being unable to work for one full shift or longer. The following graph shows our performance and that of our contractors during the year:

OSH Performance by Main Roads and Contractors



\* We rely heavily on all contractors to provide accurate information to Main Roads within the required timeframe. LTI Contractor statistics are accurate at the time of reporting and are considered to be estimated.

During the past year, we sustained four LTI/D, resulting in a Lost Time Injury/Disease Frequency Rate (LTIFR) of two serious injuries sustained per million hours worked. Our contractors also sustained 11 LTI/D resulting in their LTIFR to decrease from 5.4 to 2.6 serious injuries sustained per million hours worked.

Although our ultimate goal is for zero harm, we had no change in the number of lost time injuries this year. However, we had fewer non-lost time injuries which are an improvement on our performance from last year. The majority of our serious incidents involved vehicles, equipment, and manual tasks/ergonomics. In the next year, we will again be focusing our attention on minimising the likelihood of these risks recurring.

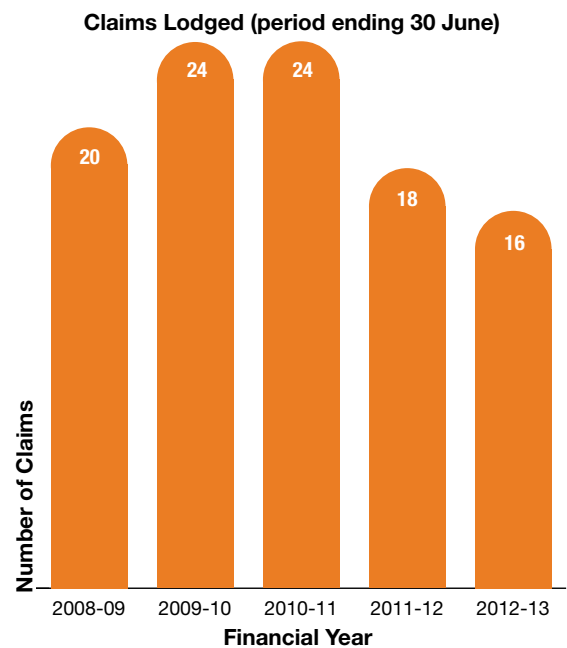
A breakdown of incidents by type is outlined below:

Summary of all incidents by type and severity

Incident Type	Lost Time Injuries	Non Lost Time Injuries	Near Miss Incidents	Total
Vehicle	1	6	11	28
Equipment	–	6	12	18
Ergonomics/ Manual Tasks	3	11	2	16
Other	–	8	6	14
Slips/Trips/ Falls	–	7	4	11
Human Factors	–	2	9	11
Bites/Stings	–	2	1	3
Health	–	–	1	1
System Failure	–	–	1	1
Total	4	42	47	103

### Workers' Compensation and Injury Management

During the past year, we incurred 16 workers' compensation claims. Of these, five have been finalised, and two claims have been pended. One claim lodged this financial year was declined and has not been included in the 16 claims reported. We had 33% of injured workers (lost time claims) returning to work within 13 weeks and 33% of injured workers (lost time claims) returning to work within 26 weeks. The graph below compares the total number of claims lodged this financial year to the last five years.



## Looking ahead

- Develop a five-year SHW Strategic Plan.
- Review SHW Management System in alignment with the impending Workplace Safety and Health Laws (WA).
- Implement an electronic hazard and incident reporting management system.
- Achieve 100% of managers completing the SHW Management Systems Training.
- Focus on developing Safe Work Method Statements and Job Safety Analysis.





## Case Study

**BBQs**  
ARE HELD TO  
REWARD STAFF FOR  
A POSITIVE SAFETY  
RECORD

# Developing Safety Awareness in the Goldfields-Esperance Office

Combining the best of Main Roads and Abigroup safety management systems and processes will ensure safety is an ongoing priority for the region.

Safety is on everyone's mind in the Goldfields-Esperance Region. The Region started its Safety and Team Development days in late 2011. This was due to an increasing trend in the number and type of safety incidents recorded in the early stages of deployment of the new Integrated Services Arrangements (ISA).

The aim of the Safety and Team Development days is to reinforce the importance of safety in the workplace. To date, five awareness days have been held, and have been extended to include team development activities and personal wellbeing in the workplace. Since the implementation of this initiative, we have seen an improved safety culture across the entire

Regional team. We believe that this initiative has also contributed to the ISA remaining Lost Time Injury (LTI) free.

A range of safety issues discussed on the development days and have included:

- Manual handling and ergonomics
- Hazard identification, reporting and management
- Plant issues and improvements
- Safety around plant maintenance
- Incident avoidance
- Skin cancer prevention
- Personal protective equipment
- Fatigue management
- Team building and working together
- Nutrition and personal health and wellbeing.

Building on the success of the safety day sessions, the Region has included team development activities to improve the integration of office and field staff. These initiatives have contributed overall to an improvement in safety performance and working as a team.

In addition to these development days, the Goldfields-Esperance Region conducts monthly ISA team safety meetings with field staff to identify safety issues that can be addressed within the team or at a regional or corporate level. Monthly LTI free BBQs are also held in Kalgoorlie and Esperance to reward and recognise staff for a positive safety record.